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# ANNUAL REPORT

OF

## The Citadel THE MILITARY COLLEGE OF SOUTH CAROLINA

FOR THE YEAR

1983-1984

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Printed Under the Direction of the  
State Budget and Control Board

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OF  
**The Citadel**  
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SOUTH CAROLINA

FOR THE YEAR  
1983-1984



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## HIGHLIGHTS

1983-84 was a year of achievement and progress as The Citadel maintained momentum in the pursuit of its goals established for the 1980's.

Progress, review and self-study were the areas of primary effort involving academic affairs. Most significant was the site visit by the reaffirmation team of the Southern Association of Colleges and Schools. All elements of The Citadel were involved and substantive effort went into the preparation for this visitation. The draft report of the visiting team included recommendations and suggestions consistent with The Citadel's goals. The National Council on Accreditation for Teacher Education made an interim visit and recommended a three year extension of The Citadel's accreditation status. The school year began with the on-campus presence of four endowed chair holders. The credentials of these distinguished persons endorse and attest to the academic reputation of the college. The implementation of the review of department heads upon completion of a five year term began during the fall semester. Seven of the 15 department heads underwent review and 5 were reappointed.

The school year was one of continued improvement in the Corps of Cadets, with emphasis on strengthening the Cadet Chain of Command. Special effort was devoted to cadre training to enable the cadet leadership to assume greater responsibility for running the Corps. As a result of this training, the cadet cadre had more confidence, was more professional, and the fourth classmen grasped the material faster. Throughout the year, efforts were also taken to prepare the Class of 1985 for their assumption of leadership of the Corps. Continued emphasis was placed on improving the Corps' performance in drills and ceremonies. There was significant reduction in the number of suitability boards during the year. As a result of suitability boards, three cadets were suspended and two were dismissed.

Fiscal Year 1983-84 was significant in that it was the first year in the last three in which there was no reduction in state appropriations. This stability in funding, coupled with the increased college revenues generated by the revised fee structure approved by the Board of Visitors in Fiscal Year 1982-83, enabled the president to provide increased funding support to areas which had generally been underfunded during previous fiscal years. The state auditor's staff again assumed responsibility for auditing The Citadel's financial records, following one year in which a private CPA firm was employed. The college fielded a Request for Proposal (REP) which solicits a consultant to work with the staff in the development of a concept for enhancement of the college's computer support operations as well as a related procurement package. This effort is essential in order to provide on-line, interactive computer support to the college.

The FY 1984-85 State of South Carolina Appropriation Act, passed in June 1984, provides full formula funding for The Citadel and includes a provision to reimburse The Citadel Institution Bond Debt Service account for \$368,000 which was advanced to permit award of the contract for the renovation of LeTellier Hall. These actions by the legislature will provide significant flexibility for The Citadel in accomplishing its mission and attendant programs and in meeting priority renovation and rehabilitation needs of the college. The five-year Permanent Improvement Plan was completed and

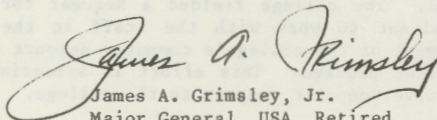


submitted to the Commission on Higher Education. This five-year plan encompasses Capital Improvement Projects from 1 July 1985 to 30 June 1990. In addition, an Annual Permanent Improvement Plan for 1 July 1984 to 30 June 1985 was completed and submitted to the Commission on Higher Education for approval. This plan surveyed all existing facilities, and it contains specific projects consisting primarily of modernization, repairs and preventive maintenance of existing facilities. This program will deter the increase of deferred maintenance and will support college missions and programs. The design of LeTellier Hall was completed and construction is presently underway, with a construction completion date at the end of the coming school year. The Cadet Services Building will be available for the start of School Year 1984-85. Beneficial occupancy of the building by the start of the school year is at least one month ahead of schedule. This early completion will allow for the orderly transfer of equipment and supplies from old Coward Hall. This new facility houses both the Cadet Store and the Dry Cleaning and Tailor Shop.

For the second consecutive year, The Citadel finished first in the conference voting for the McAlister Sportsmanship Award. A number of athletes brought regional and national honors to The Citadel with outstanding performances in the classroom and as participants. The Intramural and Club Sports program, as in previous years, had almost 100 percent participation. The pistol team had four team members named as All-Americans.

Progress continues toward the public announcement in 1985 of a multi-million dollar capital fund raising campaign. The college's new motion picture, Discovery, was completed and was well received by all college constituencies. Through the Sallyport, a quarterly newspaper mailed to all alumni, has proven to be a very good vehicle in keeping alumni informed.

The entire Citadel family was deeply saddened on 17 April 1984, by the death of General Mark W. Clark, president emeritus, The Citadel's president from 1954-1965. His interment on campus attracted wide attention as the news media from across the country reported the funeral, focusing on the career of General Clark, the last of the great World War II commanders.

  
James A. Grimsley, Jr.  
Major General, USA, Retired  
President



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## SYNOPSIS OF THE HISTORY OF THE CITADEL

The Citadel, The Military College of South Carolina, is situated on a beautiful campus between Hampton Park and the Ashley River. From 20 December 1842, when the legislature of South Carolina passed an act providing for the establishment of The Citadel, to September 1922, the college was located on Marion Square. Erected as a state arsenal after the Denmark Vesey slave uprising in 1822, this fortress was called The Citadel. It was garrisoned by Federal troops, then by state troops, until they were replaced in March 1843 by 20 students who comprised the first Corps of Cadets.

In 1833, The Arsenal in Columbia was established, and it, along with The Citadel was a part of the South Carolina Military Academy. In 1845, The Arsenal became a subsidiary school which took only freshmen and The Citadel continued as a four year college. The Arsenal burned in 1865 and was never reopened.

During the Civil War, 193 of the 224 alumni still living, wore the Confederate gray, all but 20 as commissioned officers and four as generals.

On 9 January 1861, cadets of the Corps drove back the Star of the West from the entrance of Charleston Harbor. On 28 January 1861, the Corps was made a part of the military organization by legislative act, and helped emplace and guard artillery on James island, performed guard duty in Charleston and suffered several casualties in engagements with Union troops at Tulifinny Creek near Yemassee Station on 7 and 9 December 1864.

The operation of the college was suspended when the buildings on Marion Square were occupied by Federal Troops from 18 February 1865 until April 1879.

On 2 October 1882, The Citadel reopened with an enrollment of 185 cadets. In 1910 the name of the college was changed to The Citadel, The Military College of South Carolina. The City Council of Charleston, during the administration of Mayor T. T. Hyde, gave the state the present site of the college in 1918. In the fall of 1922, the college began operating at its new location with almost 300 cadets. Today the Corps of Cadets, 2000 strong, continues as an all-male corps, as has been the case traditionally from its establishment in 1842.

Board of Visitors

Colonel George C. James, Chairman, '49, (1986) .....  
Sumter, SC 29150 (P.O. Box 1716)

Colonel William F. Prioleau, Jr., Vice Chairman, '43 (1988) .....  
Columbia, SC 29201 (Suite 700, Barringer Building)

Colonel Thomas C. Vandiver, Vice Chairman Emeritus, '29 .....  
Greenville, SC 29602 (P.O. Box 1329)

Colonel John M. J. Holliday, '36 (1984) .....  
Galivants Ferry, SC 29544

Colonel Charles L. Terry, Jr., '43 (1984) .....  
Columbia, SC 29260 (P.O. Box 6198)

Colonel Lucas C. Padgett, '38 (1988) .....  
Pinopolis, SC 29469 (P.O. Box 4614)

Colonel William R. Risher, '47 (1989) .....  
Garden City, SC 29576 (716 Inlet Harbour)

Colonel James L. Dodson, '55 (1985) .....  
Columbia, SC 29201 (P.O. Box 13512)

Colonel James E. Jones, Jr., '58 (1987) .....  
Greenville, SC 29607 (745 Pleasantburg Drive)

Colonel William H. O'Dell, '60 (1987) .....  
Ware Shoals, SC 29692 (13 Summit Drive)

Colonel J. Stannard Hurteau, '64 (1989) .....  
Charleston, SC 29402 (P.O. Box 935)

Colonel Alonzo W. Nesmith, Jr., '79 (1989) .....  
Charleston, SC 29425 (171 Ashley Avenue)

Ex-Officio

The Honorable Richard W. Riley, Governor ..... Columbia, SC  
Major General T. Eston Marchant, Adjutant General .....Columbia, SC  
The Honorable Charles G. Williams, State Superintendent of Education..  
Columbia, SC  
The Honorable T. Dewey Wise, General Committee, State Senate.....  
Charleston, SC 29402  
The Honorable Bennett Lee Hendricks, Jr., Chairman .....  
Military Committee, House of Representatives.....Easley, SC 29640  
Colonel S. Marshall Sanders, USAR, Ret., Secretary Emeritus '20.....  
Charleston, SC 29407 (12 Arcadian Way)  
Colonel James R. Woods, USA, Ret., Secretary.....  
Charleston, SC 29403 (201 Fifth Avenue)



# Administrative Staff

Major General James A. Grimsley, Jr., USA, Ret.....President

General Mark Wayne Clark, USA, Ret. (deceased 17 April 1984).....  
President Emeritus

Brigadier General George F. Meenaghan.....Vice President for  
Academic Affairs and Dean of the College

Colonel D. D. Nicholson, Jr.....Vice President for Development

Colonel Robert H. Barton, Jr., USA, Ret.....  
Vice President for Administration

Colonel Calvin G. Lyons, USA, Ret.....  
Vice President for Financial Management

Colonel David S. McAlister.....Vice President Emeritus

Colonel James W. Bradin, USA .....Commandant of Cadets

Colonel Joseph P. Goodson, USMC, Ret.....Executive Assistant  
to the President

Colonel Issac S. Metts, Jr.....Dean of Undergraduate Studies

Colonel Thomas W. Mahan .....Dean of Graduate Studies

Coach Edward L. Teague, Jr.....Director of Intercollegiate Athletics

Lieutenant Colonel Lyons Williams, USA, Ret.....Director of  
Student Activities

Lieutenant Colonel Robert W. Collins .....Director, Physical Plant

Major Jac F. Powell .....Registrar

The Reverend Gordon E. Garthe, USN, Ret.....Chaplain

Lieutenant Colonel Ben W. Legare, Jr., USA, Ret.....Director of  
Public Relations

Lieutenant Colonel J. Harvey Wittschen .....Director of MBA Program

Major Henry A. Kennedy, Jr.....Alumni Director  
and Director of Placement

Major Wallace I. West, Jr.....Director of Admissions

Major Vance E. Hightower.....Financial Aid Officer

Drs. George McF. Mood, Jr. and Earl K. Wallace, Jr.....Surgeons

#### Academic Department Heads

Colonel Salvatore Alfred Arcilesi

B.A., The Citadel; Ph.D., University of Virginia  
Professor and Head, Department of Political Science

Lieutenant Colonel Robert Edward Baldwin

B.S., The Citadel; M.S., Ph.D., University of South Carolina  
Professor and Head, Department of Biology

Colonel Daniel Oliver Bowman

B.S., Furman University; M. Ed., University of South Carolina  
Ph.D., University of Georgia  
Professor and Head, Department of Psychology

Colonel Gerald Evans Bozeman, USAF

B.S., The Citadel; M.A. Central Michigan University  
Professor and Head, Department of Aerospace Studies

Colonel James Watson Bradin, USA

B.A., The Citadel; M.A., Auburn University  
Professor and Head, Department of Military Science

Captain John Stanford Coussons, USNR

B.A., Louisiana College; M.A., Ph.D., Louisiana State University  
Professor and Head, Department of History

Lieutenant Colonel Melvin Haskell Ezell, Jr.

B.S., East Carolina College; M.S., Ed.D., University of Tennessee  
Professor and Head, Department of Physical Education

Colonel Oren Leonidas Herring, Jr.

B.S. in E.E., The Citadel; M.S., in E.E., University of Michigan  
Professor and Head, Department of Electrical Engineering

Colonel James Milton Hillard

B.A., Ohio University; M.L.S., University of Illinois  
Professor and Head, Library Services

Lieutenant Colonel Weiler Reeder Hurren

B.S., Utah State University; M.S., University of South Carolina  
Ph.D., Brigham Young University  
Professor and Head, Department of Physics

Colonel Charles Frederick Jumper

B.S., M.S., University of South Carolina; Ph.D., Florida State  
University  
Professor and Head, Department of Chemistry

Lieutenant Colonel Robert Leroy King

B.B.A., The University of Georgia; M.A., Ph.D., Michigan State  
University  
Professor and Head, Department of Business Administration



Lieutenant Colonel Charles Lindbergh, USAF, Ret.

B.S. in C.E., The Citadel; M.S. in C.E., Ph.D., Oklahoma State University; P.E. (Oklahoma)

Associate Professor and Head, Department of Civil Engineering

Colonel Jimmy Magoulas

B.A., The Citadel; M.A., East Carolina College, Ed. D., University of Virginia

Professor and Head, Department of Education

Colonel Luke Theodore Pappas

B.A., Morris Harvey College; M.A. Louisiana State University  
Certificado de Doctorado, Ph.D., University of Seville

Professor and Head, Department of Modern Languages

Colonel William Malcolm Pettigrew, USMC

B.S., Berry College; M.S., Troy State University

Professor and Head, Department of Naval Science

Lieutenant Colonel Charles E. Cleaver

B.S., Eastern Kentucky University

M.S., Ph.D., University of Kentucky

Professor and Head, Department of Mathematics and Computer Science

Lieutenant Colonel Edward Frederick John Tucker

B.A., West Liberty State College; M.A., University of Illinois;

Ph.D., Harvard University

Professor and Head, Department of English

THE CITADEL  
The Military College of South Carolina  
Charleston, South Carolina 29409

Executive Assistant  
Internal Auditor  
Governmental Affairs  
Public Relations  
Public Safety  
Chaplain  
Athletics  
Summer Camp for Boys

Board of Visitors

Advisory Committee to  
Board of Visitors

President

President Emeritus

Vice President for  
Academic Affairs and  
Dean of the College

Vice President for  
Development

Commandant of Cadets

Vice President for  
Administration

Vice President for  
Financial Management

Academic Departments  
Graduate Studies  
Undergraduate Studies  
Admissions  
Registrar  
Library  
Archives/Museum  
Computer Services  
Evening College  
Summer School  
Continuing Education  
Academic Scholarships

Alumni Affairs  
Alumni Placements  
Recruiting  
Publications

Corps of Cadets

Physical Plant  
Personnel Services  
Administrative  
Services  
Student Activities  
Auxiliary Activities  
Administrative  
Functions of  
Public Safety  
Chaplain  
Athletics

Management Studies  
Analysis  
Controller  
Treasurer  
Purchasing  
Contracting  
Supply  
Property  
Warehouse

CDF

Association of  
Citadel Men



## I. ACADEMIC AFFAIRS

### A. General

The attractiveness of The Citadel to young men in South Carolina and throughout the country remains evident. Applications for the 1984 freshman class set a record pace which required closing of applications for admission in mid-March. Nonetheless, the ratio of qualified applicants to admitted freshmen will be about 4:1 with a projected entering class of 580 cadets.

In the 1983-84 academic year, the fall semester began with 1986 cadets in the barracks. In addition, 81 veteran students, 35 day students and 938 evening students were enrolled. 53% of the entering class of cadets were South Carolina residents. At the same time, 44 states, the District of Columbia, Puerto Rico and 10 foreign countries were represented in the Corps of Cadets.

The distribution of full-time undergraduate enrollment among the various courses of study does not vary much from that of recent years. The percentage of full-time undergraduates electing the several major areas of study is shown below:

	1st Semester 1983-84
Biology	6.1%
Business Administration	31.5
Chemistry (B.A. and B.S.)	2.2
Civil Engineering	9.2
Computer Science	7.9
Education	1.4
Electrical Engineering	8.9
English	2.8
History	6.8
Mathematics (B.A. and B.S.)	4.8
Modern Language	0.3
Physics	1.0
Physical Education	3.1
Political Science	11.3
Psychology	2.7
	<hr/>
	100.0

Degrees were awarded at ceremonies held during May; graduate degrees were presented on 9 May and undergraduate degrees on 12 May. The number of students receiving degrees in each major field of undergraduate study is show below along with the percentage in each major of the total graduating class:

	Number	Percentage
Bachelor of Arts		
Chemistry	3	0.80
English	23	6.15
History	37	9.90
Mathematics	33	8.82
Modern Language	3	0.80
Political Science	36	9.63
Psychology	9	2.41
Bachelor of Science		
Biology	14	3.74
Chemistry	1	0.27
Computer Science	14	3.74
Education	9	2.41
Mathematics	1	0.27
Physics	2	0.53
Physical Education	6	1.60
B.S. in Business Administration	141	37.70
B.S. in Civil Engineering	19	5.08
B.S. in Electrical Engineering	<u>23</u>	<u>6.15</u>
Total	374	100.00

The graduate degrees awarded fell into the following pattern:

	Number	Percentage
Master of Education	61	61.62
Master of Business Administration	21	21.21
Master of Arts in Teaching	12	12.12
Specialist in Education	<u>5</u>	<u>5.05</u>
Total	99	100.00

These numbers are supplemented by the degrees awarded at summer commencement on 12 August 1983. At that time the following degrees were awarded: 7 bachelor of arts (1 chemistry, 1 English, 1 history, 2 mathematics, 2 political science); 6 bachelor of science (2 education, 1 physics, 3 physical education); 13 bachelor of science in business administration; 3 bachelor of science in civil engineering and 4 bachelor of science in electrical engineering. The graduate degrees awarded then were: 14 master of arts in teaching; 2 master of business administration; 50 master of education; 4 specialist in education.

By the August 1984, commencement, 406 cadets will have been graduated. As of then, 205 will have received commissions into the armed forces. This represents approximately 51% of the cadet graduates. The record for admission into professional and graduate schools is again impressive with eight graduates entering medical or dental school, ten entering law school, and 22 already



admitted into other areas of graduate study. A final note on the scholarship attainments of the Class of 1984 involves the award of a Rotary International Scholarship to Dennis James Rhoad who graduated magna cum laude in history.

Papers were given at professional meetings by three of our students:

Cadet Francis P. Adams, Jr., Physics

Cadet Alan Smith, Modern Languages

Cadet John F. Cassidy, Psychology

In the latter half of spring semester 1984, the new Corps-Wide Supplemental Study Program (SSP) was established. The purpose of the program is to provide opportunities for academic improvement for those cadets whose academic performance has been less than acceptable in the preceding grading period. The program requires four additional weekend study hours of these cadets, but an essential feature is the flexibility given to the cadet to select which hours.

1983-84 has been a year for program review and self-study. Most prominent in these activities has been the site visit by the reaffirmation team of the Southern Association of Colleges and Schools (SACS). Much effort went into the preparation for this visitation, and this effort involved the entire Citadel community. The draft report of the visiting team has been received, and a first reading of our present situation would certainly suggest that our efforts were well spent. There were no surprises, and the recommendations and suggestions in the team report are consistent with our own plans.

Along with the SACS visit we also were visited by a team looking at our teacher education programs. The National Council on Accreditation for Teacher Education made an interim visit to assess our progress on correcting earlier noted weaknesses and to determine whether to recommend a three-year extension of our accreditation status. The team report has been received. It does note acceptable progress, and it recommends the three year extension.

The South Carolina Commission on Higher Education employed external consultants to review undergraduate programs in history and political science. Both of these teams were on campus during the spring semester, and the exit interviews provided both support for our present activities and direction for improvement. The written reports are still pending.

The Curriculum Study Committee has continued its work toward a consensus on the core curriculum. Position papers have been circulated and faculty input solicited. In addition, a two-day retreat for department heads was held in February to discuss further the issues raised by the Committee. Debate and ferment are still in the process with the expectation of full faculty discussion in the fall of 1984. By-products of the Curriculum Study Committee's work are already in evidence. With CDF support an initial structure for a "writing center" will be in place in fall 1984. Also, definite proposals for the creation of an honors program and for faculty involvement in its planning are being developed.

New activities are already underway. The engineering departments have been working on their self-study for submission to the Accreditation Board for Engineering and Technology by 1 June 1985 in connection with that



reaccreditation visit in 1984-85. Also, the Departments of English and Psychology have been informed that the Commission on Higher Education will establish review teams for their undergraduate programs in the coming year.

The 1983-84 academic year began with the on-campus presence of four endowed chair holders. The quality of the persons holding these chairs attests further to the academic reputation of the College. During the fall semester the initial implementation of the department head review upon completion of a five-year term began. Seven of the fifteen department heads underwent the process, and five were re-appointed for another five-year term. New department heads to assume their duties in fall 1984, are:

Captain Milton Boykin, USNR, Political Science  
Lieutenant Colonel John Smyth, Physical Education

The following members of the faculty retired at the end of the 1983-84 year:

Richard H. Hansen, English  
William S. Hummers, Jr., Chemistry  
Charles C. Martin, Jr., History  
Charles M. Neufeld, Business Administration

Emeritus status was granted both to Colonel Hummers and Colonel Martin in recognition of their long and meritorious service to The Citadel.

The President, after review by a faculty committee and the Vice President for Academic Affairs, promoted and/or awarded tenure to faculty as listed below:

**Awarded tenure:**

William A. Evans, Business Administration  
Robert L. King, Business Administration

**Promoted to Professor:**

Frederick Lance Wallace, Biology

**Awarded military promotions:**

Robert E. Baldwin, Biology, to Colonel  
Frank D. Frohlich, Modern Languages, to Lieutenant Colonel  
August J. Marjenhoff, Business Administration, to Colonel  
Tony N. Redd, English, to Colonel

Awards for outstanding teaching and service to the college were again made possible by grants from Mr. James C. Self and The Citadel Development Foundation.

Recipients for 1983-84 are:

Paul R. Benson, Jr., Professor of Political Science  
John Harmann Pieper III, Assistant Professor of Modern Languages



Charles C. Martin, Jr., Professor of History  
Tony N. Redd, Professor of English

By vote of the Board of Visitors the Graduate Faculty was established during this year. The President, after candidates were reviewed by the Graduate Council and recommended by the Vice President for Academic Affairs, named 51 members of the faculty to this body.

By almost all measures 1983-84 was a year of achievement and progress in terms of the faculty. Involvement in scholarly activity continued to expand, and The Citadel faculty can be proud of its status both in terms of teaching and scholarship. Our vitality as a center of scholarly concerns is reflected in the listing below of some of the major conferences which were sponsored, at least in part, by The Citadel:

Conference on Gulf Security  
National Security Conference  
The Citadel Symposium on Southern Politics  
Conference on Universal Algebra and Lattice Theory  
Southeastern American Society for 18th Century Studies  
The Seventh Annual Citadel Reading Conference  
The Eleventh Annual Citadel Helping Professions Workshop  
Inn of Court

It is important to acknowledge the critical support provided by The Citadel Development Foundation in all aspects of academic endeavor. Scholarships, equipment acquisition, faculty recognition awards, faculty development and research grants and new program underwriting are some of the activities through which the Foundation participates. The influence of that participation permeates not only the items which have been noted in prior paragraphs, but also many of the highlights for each of the academic departments presented under separate headings below.

## B. Biology

The Department of Biology experienced an active and successful year. The number of students selecting Biology as an academic major has remained constant at 150, with 14 students graduating in May. Enrollment in the department's two introductory courses has shown a modest increase in the past year. Congratulations are extended to the five members of the Class of 1984 and four alumni who were accepted into various professional and graduate programs.

Professor F. Lance Wallace was promoted to Professor of Biology with the military rank of Lieutenant Colonel. Professor Robert E. Baldwin was reappointed for a second five year term as Head of the Department of Biology and was promoted to the military rank of Colonel. Professor Richard D. Porcher was awarded a sabbatical leave for the 1984-85 academic year to complete the field guide to the Bluff Wildlife Sanctuary and begin research for a book on the History of the Rice Culture in South Carolina. Professor Emory S. Crosby was elected Chairman of the Faculty Council. Professor Mac A. Tidwell resigned the position of Research Scientist in the Vector Biology Program to assume the directorship of the University of South Carolina's International Center for Public Health Research at the Wedge Plantation in McClellanville.



The Biology faculty have remained professionally active during the past year. Ten papers were presented at various local and regional professional meetings. Professors B. J. Kelley and Richard Porcher have received funding from the South Carolina Sea Grant Consortium to continue the third year of their study on the productivity and vegetational analysis of the Cat Island Impoundment. Professor Porcher was also awarded grants from CDF and the Kathleen O'Brian Foundation to complete his work on a field guide to the Bluff Wildlife Sanctuary. Professor Dennis M. Forsythe has received Sea Grant Funding to continue his study on the distribution and abundance of pelagic birds off the South Carolina coast. Professor F. Lance Wallace has continued to serve as the Curator of the insect collection at the International Center for Public Health Research (Wedge Plantation) and was awarded a CDF research grant to continue the third year of his study on the effects of the Cooper River Rediversion Projection on insect population densities along the Santee River. Professor Emory S. Crosby received a CDF research grant to study methods of inoculating Vigna senensis var. with Fusarium oxysporum. Professor Frank Seabury was awarded a CDF Faculty Development grant to attend a computer programming course at the College of Charleston.

With the support of CDF, the department invited the following professional biologists to speak to the Bio-Cid Club, faculty, and students enrolled in the Senior Seminar Course:

- Dr. Allan D. Lieberman - "Clinical Ecology and Environmental Medicine".
- Dr. John Black - "Hi-Tech Babies".
- Mr. Bob Parks - "Facing Death as a Part of Life".
- Dr. Sandra Conradi - "The Role of the Forensic Pathologist in Death Investigations".
- Dr. Robert Wallace - "Designer Genes, The Sociobiology Revolution".
- Dr. Robert Johnson - "Aging Process and the Mechanics of Cancer".
- Dr. Donna Myer - "Alcoholism, the Symptoms, Treatment, and Present Day Scientific Evidence of the Cause".

The department had continued to refine both its undergraduate and graduate curricula. One new course was added to the graduate curriculum and several courses in the undergraduate curriculum were moved to produce a better balance. A proposal to establish a two semester general biology sequence for non-science majors will be submitted to the college Curriculum Committee for review. Declining enrollments in the department's graduate program have intensified the need for a complete review of graduate course offerings.

The increased emphasis on faculty research by the administration and the technological advances in biology have created a shortage of space in Duckett Hall that will become more pressing with time. Duckett Hall is an excellent facility, however, there are major deficiencies that need to be remedied. The current building lacks sufficient faculty and student research space, room for advanced laboratories for hi-tech courses and equipment, a stockroom, rooms for specimen storage and display, study rooms, a conference room, a student lounge, and room for future growth and expansion. The Department of Biology requests that these deficiencies be considered by the administration in developing the plans and specifications for the Bond Hall renovation, especially those involving the second floor wing (Finance Wing) adjacent to Duckett Hall.



### C. Business Administration

The 1983-84 academic year was a productive one for the Department of Business Administration, characterized by measurable progress in faculty development, program development, and equipment holdings. While attainment of the goal of accreditation by the American Assembly of Collegiate Schools of Business remains several years into the future, the department made consequential progress toward meeting the accreditation criteria.

The department continues to count approximately one-third of the cadet student body among its majors. The evening undergraduate degree program in Business Administration, while relatively small, contributed to the award of the 154 degrees of Bachelor of Science in Business Administration this year. In addition, 27 Master of Business Administration degrees were awarded. The department is proud of the leadership role played by its students in the South Carolina Corps of Cadets again this year. Its student's included the Regimental Commander and numerous other regimental, battalion and company officers. Thirteen departmental majors were graduated with departmental honors.

The department formally affiliated with the American Assembly of Collegiate Schools of Business during the year, attesting to its intention to gain accreditation in the near future. The Small Business Institute program was revitalized, and case analysis of four Charleston - area business firms were conducted by students under faculty supervision. The Center for Economic Education conducted another program of graduate-level summer study for economics teachers in the Lowcountry. Recently, a letter of understanding was signed with the Charleston Chapter of the Institute of Financial Education, allowing qualified employees of the savings-and-loan industry in the Charleston area to take evening courses in Business Administration at The Citadel in partial fulfillment of the Institute's educational program. Also, the department has won United States Government designation as a sponsor of an international exchange - visitor program, allowing for a modest level of faculty exchange with the Academy of Economics in Wroclaw, Poland, beginning in the coming year. Finally, the department has been selected by the American Academy of Advertising to host its national convention in Charleston in mid-March 1985.

The departmental faculty continues to expand its professional credentials. Eight faculty members were named charter members of The Citadel's Graduate Faculty upon establishment of that body. A record number of faculty members was involved in presenting papers, serving as discussants, and chairing sessions at national and regional academic conferences, and in serving in major offices and editorial roles in various professional societies. A successful faculty recruiting program will bring three new tenure-track colleagues to the department in August: Dr. Alain Genestre, Dr. Gary Giamartino, and Dr. Charles Davis. It is expected that a minimum of 15 of the department's 25 faculty members will hold doctoral degrees at the opening of the 1984-85 session. Dr. Charles Neufeld retired from the faculty at the close of the 1983-84 session, following six years of service to The Citadel.

Substantial gains were made in the department's equipment holdings during the year. A word-processor, a state-of-the-art memory typewriter, and several additional electric typewriters were acquired in support of instructional and research programs. Each departmental classroom now has its own permanently stationed overhead projector and screen, and a videotaping - playback system



has been acquired. One classroom was converted into several attractive faculty offices and a nicely furnished conference room.

The department's future focus is directed by its primary goal: accreditation by the American Assembly of Collegiate Schools of Business. To this end the department will give priority attention to expanded professional involvement of its faculty. Also, the department will give increased attention to its service to the community through strengthening and promotion of its evening undergraduate and graduate - level programs, expansion of its Small Business Institute and Center for Economic Education programs, and implementation of its letter of understanding with the Institute of Financial Education.

#### D. Chemistry

The Chemistry Department this year made good progress toward two important goals, namely, the modernization and expansion of our instrument holdings, and in the professional development of the faculty.

The department is extremely grateful for receiving a generous CDF grant which allowed us to purchase a Varian 360A NMR spectrometer and a Beckman High Performance Liquid Chromatograph (HPLC). These sophisticated instruments enhance very markedly our capabilities in Analytical and Organic Chemistry.

Major J. P. May was on sabbatical leave during the academic year and worked on geological research and writing. He has continued his studies of groundwater systems at Hilton Head, impoundment studies at Yawkey Wildlife Center, and computer simulations of sediment transport and of groundwater systems. His classroom duties during the year were assumed by Ms. Catherine Shadburn, who was employed on a temporary appointment. Major May has been granted a CDF Fellowship for the period 1984-87 in recognition of his excellent research in the field of coastal geology.

Major J. R. Braun was on leave during the fall semester, which he spent at the University of South Carolina improving his background in inorganic chemistry. His classroom duties were assumed by two part-time employees, Mr. Brad Johnson, a 1983 graduate of this department, and Mr. Don Eisenhour, a Ph.D. candidate in Biochemistry at MUSC.

Four of the department's majors graduated in May, one of whom, Cadet Tommie M. Granger, was the First Honor Graduate and the recipient of the Scholarship Medal. His cumulative GPR was 4.0. Two of the four graduates have been accepted into medical school (MUSC), one plans to enter graduate school in Pharmacology, and the fourth has entered the Air Force.

Colonel W. S. Hummers retired from the faculty on 30 June 1984, after twenty-six years of service. As his replacement, Dr. Gregory A. Brewer, an inorganic chemist with a Ph.D. from the University of Virginia, will join the faculty in August. Dr. Brewer has already been awarded a CDF research grant for the 1984-85 academic year.

The Chemistry Department has occupied Byrd Hall since January of 1969, and during these fifteen years little work has been needed to keep the building in good condition. Heavy use and the passage of time, however,



have taken a toll, and parts of the building are beginning to need refurbishment. In particular, faculty offices need repainting, and corroded metal surfaces need to be refinished. A detailed and major request will be sent to the Director of Physical Plant early in the summer describing the refurbishment that needs to be done.

The department is grateful for the support we have received this year from the Administration and from CDF. With continued support we look forward to continued improvement in our ability to provide students with a strong and thorough foundation in chemistry.

## E. Civil Engineering

Enrollment remained essentially constant with 240 students majoring in Civil Engineering at the beginning of this academic year. Nineteen degrees were conferred. Four graduates will enter graduate school this fall. All other graduates were fully employed prior to graduation. The department continued to implement certain refinements in the curriculum. The course in prestressed concrete instruction was eliminated in favor of returning to the earlier requirement of two rather than only one course in reinforced concrete design. An additional technical elective was established, further broadening student options. Captain Dion developed this course in subdivision development. However, the most important change was that of improved academic achievement standards. Beginning with the incoming Class of 1989, students will not be allowed to progress to the next higher year civil engineering courses without being fully qualified (without probation) for the academic promotion that particular year category (i.e. junior, senior). Two particularly important courses, Statics and Strength of Materials, must be completed with a grade of "C" or better before courses for which they are prerequisite can be taken. Utilization of computer analysis within the civil engineering curriculum is continuing. This academic enhancement is being accommodated by the procurement of a KAYPRO IV portable computer for each department faculty member as well as further development of the department's computer center with additional microcomputers including a computer graphics unit.

The Citadel Development Foundation (CDF) continues to be responsible for major educational improvements within the department. The foundation has provided \$104,165 during the 1977-83 time period. This year, CDF has been instrumental in three critical initiatives. First, a \$500,000 endowment is continuing to support the Louis LeTellier Chair in Civil Engineering currently held by Dr. Harry C. Saxe. Second, more than \$10,000 allocated valuable faculty development activity for each faculty member in the department. Third, in conjunction with matching state appropriations, CDF funding provided approximately \$60,000 for new academic equipment purchases. Finally, CDF supported student aid has helped provide the department three student assistants who were of significant assistance in library maintenance, building security, and administrative services. Of particular significance, a full-time laboratory technician position was provided the department. This is the first such allowance in the history of the department. This duty was assumed by Mr. Ted Bargainnier. Mr. Bargainnier is an exceptionally qualified and highly motivated gentleman who has already proven of great contribution and worth. Of equal significance has been the appointment of Miss Verdell Rouse as Department Secretary and Office Manager who is likewise serving the department.



During the spring semester, the renovation construction of LeTellier Hall was successfully awarded to the Charleston Construction Company. This \$1.44 million project is to be completed during the spring of 1985. The first floor of the building including all laboratories is to be readied on an accelerated basis by 1 September 1984 for use by incoming students.

This project should be of significant value to the department's educational program. In the meanwhile, the department is using quite adequate temporary facilities in Thompson Hall. The newly renovated facility is to include a 25 work position computer center as well as an excellent library. Colonel Harlan has performed exceptionally well as the department's project officer for the design and construction.

The Citadel Student Chapter of the American Society of Civil Engineers was again awarded a Certificate of Commendation by the National ASCE. Under the continued guidance of faculty advisor, Captain Tom Dion, the chapter held technical meetings, field trips and joint meetings with the South Carolina Sections of ASCE and NSPE as well as the Charleston Civil Engineers' Club. National ASCE President, Mr. Russell Stearns, was a guest at one of the monthly student meetings. The Student Chapter hosted the annual meeting of the Carolinas' ASCE Student Chapters. Cadet Rick Cook won the technical paper contest with a presentation of his senior research project on the recycling of asphalt pavements. Cadet Cook also presented this research to the Charleston Civil Engineers' Club and was awarded a plaque in acknowledgement. The senior students continued to strongly support the Freshman Orientation Program as well as the Senior Indoctrination Program in which they visited local engineering and construction companies. Under the leadership of Dr. Saxe, action was taken to establish a Chapter of Chi Epsilon, the National Honorary Society of Civil Engineering. In this regards, the Sigma Iota Delta fraternity was established as the necessary prerequisite organization. Our long-standing of conducting two major seminars each year was continued. All students and faculty, as well as local engineers, attended these seminars. Two speakers this past academic year were Dr. Dwayne Ellifritt, Research Director of Metal Building Association, and Major General John F. Wall, Jr., Director of Civil Works, U. S. Army Corps of Engineers.

The recently initiated cooperative graduate program with Clemson University continued with the spring semester offering of CE 502, Structural Dynamics. Dr. Saxe administered the graduate course. Two summer graduate courses are planned.

All senior students and faculty were engaged in research and engineering design projects in fulfillment of senior research project requirements. Captain Ronald Benson completed his direction of research the "Use of Solar Energy in Drying of Hazardous Waste Sludges," and "The Removal of Glass Beads from Hazardous Wastes." This work has been funded by the U.S. Naval Facilities Command and CDF. Both works have been selected for presentation at national conferences of the American Society of Civil Engineers. Captain Benson is on leave of absence to obtain a Ph.D. Degree at Clemson University. Lieutenant Eddie Minchew is temporarily replacing Captain Benson and is proving to be an excellent instructor of significant rapport with the students. Colonel Harlan is continuing to direct research in the "Earthquake Vulnerability of Charleston, South Carolina." In response to a successful proposal, the Federal Emergency Management Agency has approved a \$64,000 grant to The Citadel for the continua-



tion of this important research. Captain David Elton has presented a proposal to the Environmental Protection Agency for a research grant to study the "Seismic Vulnerability of the Hazardous Waste Storage Site at Rimini, South Carolina." His co-investigator is Dr. Juang of Clemson University. Lieutenant Colonel Harrison Smith continues to serve on the Highway Research Board of the National Academy of Sciences. Captain Dion completed the development of the new technical elective course in subdivision planning.

During the year, the department successfully completed its contribution to The Citadel's Self-Study under the excellent leadership of Lieutenant Colonel Smith. The department's report was used as an example by the Self-Study Steering Committee. The department will be examined for reaccreditation this coming fall by the American Board of Engineering and Technologists (ABET).

Members of the faculty have been active in professional societies and have attended many meetings and seminars. With the exception of two engineer-in-training, all members are registered professional engineers or/and land surveyors. Lieutenant Colonel Charles Lindbergh continued to serve as Director, Southeastern Branch of the South Carolina Section American Society of Civil Engineers (ASCE). He is also the Chairman of the South Carolina (ASCE) Section ASCE Seismic Technical Study Group and Co-Chairman of the South Carolina Seismic Safety Consortium. He presented a paper entitled "The Interdependency of Professional Practice and Engineering Education" to the annual meeting of the Southeastern Section of the American Society for Engineering Education (ASEE). Lieutenant Colonel Evans continued to serve as Secretary-Treasurer of this organization.

#### F. Education

The Department of Education with support from The Citadel Development Foundation, sponsored two major conferences. First, the Seventh Annual Citadel Reading Conference was held on 9-10 November 1983. Attendance at the conference was approximately 250 students, teachers and educators. The conference speakers were from various sections of the country. Plans are being formulated by Major Ouzts to publish the proceedings of the conference. Beginning with the 1984-85 academic year, the Annual Reading Conference will operate on receipts from registration fees. As in previous years, the reading conference fees have off-set conference expenses; however, the department would not be experiencing successful reading conferences if it had not been for the initial support of The Citadel Development Foundation. Second, the Eleventh Annual Helping Professions Workshop was attended by approximately 140 persons. The workshop was sponsored by The Citadel in cooperation with the Trident County Personnel and Guidance Association. The main speaker for the conference was Dr. Claudia Black, an accomplished author and lecturer with extensive experience as a therapist in working with families, adolescents and alcoholics. The conference speaker also was used as the speaker for the department's seminar program. The chairman of the workshop was Major Ken Shelton.

Though the continued support of The Citadel Development Foundation, several faculty grants were received for faculty development. To assist faculty in the understanding of the new NCATE standard on special education, three members of the department's faculty attended the Council for Exceptional Children National



Convention. Other grants were as follows: one faculty member attended the American Association of School Administrators National Convention; one member to a meeting conducted by the National Organization on Legal problems of Education; one member to the International Reading Association Convention; one member to a five-day family therapy institute; and one member to attend the University of Massachusetts during the summer session for computer instruction designed to enhance his professorial activities.

The department has established formal partnership program with two middle schools in the Charleston area. First, The Citadel-Rhett Middle School Partnership which has been in existence since 1978 and has been recognized on a national and statewide basis for its approach to school-college collaboration. The department continues to expand this relationship. Second, The Citadel-Rivers Middle School Partnership. This partnership was initiated in October 1983 and is part of a broad cooperative effort between the tri-county school districts and the Charleston Trident Chamber of Commerce. Even though it is still in the developmental stage, Citadel personnel are involved and a good beginning has been initiated.

In addition to the above, the Department of Education continues to provide a summer reading program for area children with learning problems, provide inservice workshops for teachers and faculty consultation services to public schools.

After a successful interim visitation by the National Council for the Accreditation of Teacher Education (NCATE), the department's undergraduate and graduate programs, which were accredited until 1986, received a three year extension of its accreditation. The department now has NCATE approval until 1989. All previous NCATE cited weaknesses were removed. In addition to the NCATE interim visit, all faculty members participated in the departmental Self-Study of the Southern Association of Colleges and Schools. Faculty members also were involved in college wide committees as follows: Committee on Organization and Administration, Steering Committee, Standing Committee on Educational Programs, and Sub-committee on Instruction.

A sizeable portion of the total enrollment in the Graduate Division at The Citadel comes from programs offered by the Department of Education. During the 1983-84 academic year, the following degrees were awarded by the department:

	12 August 1983	9 May 1984	Totals
Ed.S.	5	5	10
MAT	14	12	26
M.Ed.	51	61	112
B.S.	<u>2</u>	<u>9</u>	<u>11</u>
Totals	72	87	159

Through the continued support of The Citadel Development Foundation, several faculty grants were received for faculty development. To assist faculty in understanding of the new NCATE standards on special education, three members of the department attended the Council for Exceptional Children National



## G. Electrical Engineering

One hundred and seventy-eight students majored in electrical engineering this year. Of twenty-three May graduates, fourteen are employed in engineering career positions, two will serve in the U.S. Air Force, one in the U.S. Navy, and two have been accepted in graduate school. Several seniors are expected to meet graduation requirements in August. The demand for electrical engineers remains high and they continue to receive some of the highest starting salaries.

The department has completed the initial self-study and questionnaire in preparation for an evaluation by the Accreditation Board for Engineering and Technology (ABET) schedule for the fall of 1984. We face the evaluation with confidence but we are mindful of the fact that many engineering programs across the nation have, in recent years, received accreditation for less than the maximum period of time. These less than favorable accreditation actions reflect the failure of some institutions to deal effectively with the problems facing engineering education.

In order to improve the effectiveness of our career counseling activities new standards for admission and promotion for electrical engineering majors were approved and will apply initially to the class entering in August 1984. Entering students with scores of less than 550 on the mathematical portion of the Scholastic Aptitude Test will be enrolled as probationary electrical engineering majors. Probationary students will not be allowed to enroll in the first required sophomore electrical engineering course without first achieving a grade-point-ratio of 2.0. Additionally, grades of C or better in three key electrical engineering courses will be required for enrollment in subsequent required electrical engineering courses.

The Eighteenth Annual Razor Lecture was given by Mr. C. D. McElveen, General Manager of Switching and Special Services, Southern Bell of South Carolina. Mr. McElveen discussed the current reorganization efforts in the telephone industry. Mr. P. R. Barnes, an electrical engineer with Oak Ridge National Laboratory, conducted a seminar for our students on "EMP Interaction with Electrical and Electronic Systems". This seminar was supported by a grant from The Citadel Development Foundation (CDF).

Fourteen student members of The Citadel Student Branch of the Institute of Electrical and Electronics Engineers (IEEE) attended and participated in SOUTHEASTCON 84 which was held in Louisville, Kentucky. This professionally rewarding activity was sponsored, in part, by CDF. LCDR Louis D. Dornetto, Faculty Advisor for the Student Branch, made all arrangements for the trip.

The faculty continues to build a record of scholarly and professional achievement. Lieutenant Colonel Harold W. Askins was again invited to be one of the principal lecturers in a Modern Power Systems Analysis course at Auburn University. He has attended workshops and conferences in San Diego, California, Monterey, California; and Washington, DC in connection with his consulting work with the U.S. Navy and Oak Ridge National Laboratory. He also attended a technical conference of the Southeastern Electric Exchange in New Orleans and has received a grant from CDF to continue his research on pulsed dye laser systems. LCDR Louis D. Dornetto received a grant from CDF for research in the area of robotics. He has served as chairman of the Coastal South Carolina Section of the IEEE and has recently been elected to serve as the Regional



Student Activities Chairman of Region 3 (Southeast U.S.) of the IEEE. Major Terrence E. Dwan has received an appointment in the 1984 Summer Faculty Research Program sponsored by the U.S. Air Force. Captain Jack A. Stinson continued his dissertation studies for the terminal degree. Colonel James F. Scoggin, Jr., Professor Emeritus of Electrical Engineering, helped the department meet its teaching commitments by teaching three courses during the year and he continues his loyal support of the South Carolina Gamma Chapter of Tau Beta Pi. All faculty members continue to perform as dedicated teachers, conscientious counselors, valued members of the academic community, and professional engineers.

The generous support of The Citadel Development Foundation is acknowledged. This support has brought respectability to our laboratory programs and provides some hope that we may maintain that respectability in a field where rapid obsolescence is a fact of life.

We are exceedingly fortunate to have our dedicated and loyal faculty at a time when the average median annual salary for all electrical engineers is in excess of \$40,000.

#### H. English

After a slight decline during 1982-83, departmental major enrollments once again increased notably, reaching the 40% mark by year's end. These successes may safely be attributed to improved teaching, superior advising, and the recent acquisition of excellent young professors like Jack Rhodes, Suzanne Edwards, David Allen, and Jim Leonard. As a result of the remarkable efforts of the Hiring Committee, chaired by Tony Redd, this trend is likely to continue, for the department was successful in hiring from their first choices out of four hundred and twenty job applicants: Dr. Henry W. Hart from Oxford University and Dr. David Shields from Vassar College. Thus, it appears inevitable that the English Department will remain among the most attractive departments to students of high ability and will continue to attract the best majors because of the department's youth and vitality, its increasing engagement in scholarly activity, and its greater diversification of degrees beyond the Southeastern region. Next year, in addition to those professors who came to us from such regional universities as South Carolina, Georgia, Duke, and North Carolina, the department will also be represented by doctoral degrees from Kansas, Chicago, Oxford, Cambridge, Brown, and Harvard. The senior faculty in the English Department are to be congratulated for the vision and energy with which they have pursued their hiring plans.

In the past year, the department has been extremely active in virtually all areas of scholarly productivity. During the spring semester, Jack Rhodes's Keats: The Major Odes appeared in Greenwood Press, and also Ted Tucker's Intruder Into Eden: Representations of the Common Lawyer in English Literature as Volume Two in Studies in English and American Literature from Camden House. Several professors, including David Allen, Suzanne Edwards, Malcolm Brennan, and Jim Leonard, published articles in first line journals, and a number of professors also delivered papers at scholarly conferences, including Allen, Brennan, Holbein, and Rembert. Professor Holbein also published a chapter on Shakespearean productions in antebellum Charleston in a University of Mississippi press book. Twelve professors attended at least one scholarly



conference, while Professors Rhodes, Rembert, and Edwards served as principal officers in scholarly association. In fact, the prestigious SEASECS organization (Southeastern Association for Eighteenth-Century Studies) held its annual meeting at The Citadel, with Professor Rembert making all local arrangements. Professor Leon also assisted in making local arrangements for the annual meeting of the Philological Association of the Carolinas. Professors White and Allen are making splendid progress in organizing next year's Medieval and Renaissance Conference, while Professor Edwards has finalized all the necessary arrangements for the Victorians Institute meeting here in October. Several books and articles are in the works for next year. Thus, the future looks exceptionally bright.

Under the leadership of Colonels Tucker, Holbein, and Benson (from Political Science), the Inn of Court has emerged as one of the most vital and prestigious groups on campus. The cadet officers, Dennis Rhoad (History), Eddie Terrell (English), Phil Tighe (Business), and Luke Kissam (English), did a splendid job in guiding the Inn through a spectacularly successful year. The fall reading was given by Harry M. Lightsey, Jr., Dean of the University of South Carolina Law School, and the Lent reading was delivered by Neill H. Alford (Class of 1940), Percy Brown Professor of Law at the University of Virginia. Seven new benchers were installed at the Lent Meeting in Columbia, including Governor George Bell Timmerman, Judge Klyde Robinson, Judge A. Lee Chandler, Professor Alford, and famous attorneys Julian Salley, Randolph H. Guthrie, and Robert Clement. Cadet John J. Ingram (History) won the Morris, Duffy, and Boone Award, a copy of Black's Law Dictionary. All students who took the LSAT workshops were accepted by law schools of their choice. The Inn is funded by The Citadel Development Foundation.

The department entertained three visiting speakers this year, Edward Mendelson of Columbia University who spoke on the subject of W. H. Auden's later poetry, and the poets Fred Chappell of UNC-Greensboro and James Applehite of Duke University who did readings from their poetry and short fiction. All these programs were exceptionally well attended and were funded by The Citadel Development Foundation.

Among other noteworthy accomplishments, Ms. Angela Williams, and adjunct professor, has written a proposal for a new Writing Services Center, which has been accepted for funding by CDF. Dr. Malcolm M. Brennan has devoted a sabbatical year to the publication of an article and edition of Latin plays. Professor Richard H. Hansen retires in May 1984 after many fruitful years of teaching speech and journalism and serving as editor of college publications.

## I. History

By stressing the importance of cause and effect in the cyclical growth and decline of civilization, the History Department attempts to acquaint the student with his heritage and give him an insight into the problems of the modern world. A committee of scholars representing the Commission on Higher Education this year declared our curriculum to be the "envy" of their group. We believe that the success of our graduates supports the approbation of the committee; they cross the spectrum from medical student to bishop.

Our faculty was active as usual. In addition to preparing a new course, Colonel Addington completed a manuscript, "The Patterns of War since the



Eighteenth Century," and had it accepted for publication by the University of Indiana Press. He also published an article, two book reviews, and presented a paper before the annual meeting of the South Carolina Historical Association. His service to the college included time as Chairman of the Research Committee for the Self-Study and as a member of the ad hoc Committee for the Revision of General Order Number 15. Not surprisingly, he was reappointed to a second consecutive term as a CDF Fellow. Captain Coussons served as Local Arrangements Chairman for the annual meeting of the Southern Historical Association, advisor to two cadet groups, as a member of the Archives and History Commission, the Commission of the Old Exchange Building, and the Publications Committee of the South Carolina Historical Magazine. He was appointed to a second term as Head of the History Department. Lieutenant Colonel Nichols directed a Soviet History Seminar for the Berkeley County School District and delivered twelve talks to various civic groups on recent developments in the Soviet Union. He directed the Alumni College and began a major research project, the biography of former Chief of Staff, and President of The Citadel, General Charles Pelot Summerall. Most significantly, as Director of the Self-Study for this institution, he brought it to a successful conclusion.

Colonel Harris served as a member of the Program Committee of the Southern Historical Association and attended a workshop on Russia, the United States and Latin America. Faculty Athletic Representative to the Southern Conference and to the NCAA, Colonel Harris was elected president of the former body. Lieutenant Colonel Brittain assumed responsibility for the department's courses in English History and presented a paper before the Alumni College. He also continued his very important yeoman duty as Library Officer for the department. Lieutenant Colonel Moore co-authored one book and two articles, presented two papers, wrote an article, and served as commentator for a session at the Great Plains Conference. He was appointed to the Department of the Army Historical Advisory Committee and also to the Lowcountry Scholar's Forum. Lieutenant Colonel Moore is Chairman of the College Research Committee. Commander Tyler published three articles and two book reviews. He also addressed three off campus groups and completed most of the basic research for his projected history of St. Phillip's Church. He served as a member of the Publications Committee of the South Carolina Historical Magazine and as Chairman of the College Committee on the Algernon Sydney Sullivan Award. He is a member of the College Pre-Law Committee, the Museum Archives Committee, and the Equal Opportunity Committee.

Lieutenant Colonel White served on the adjunct faculty of the United States Marine Corps Command and Staff College, published one article, and had a second one accepted for publication. He also served on several college committees including the Procurement Committee and the Scholarship Review Board. Lieutenant Colonel Gordon published an article, had a manuscript accepted for publication and signed a contract with the University of Indiana Press for publication of his study of the North African campaign during World War II. He also served as an adjunct member of the faculty of the United States Marine Corps Command and Staff College, and as a Visiting Professor at the United States Military Academy. On sabbatical during this academic year, Major Tripp published an article, had a second one accepted for publication, and delivered three papers. His major effort was expended on a projected monograph dealing with aspects of the American labor movement.

Major Moore published an article and co-edited a volume of essays. He also continued to work on a biography of James F. Byrnes. Major Moore also



represented the department on the Faculty Council and served on the college Scholarship Committee. He is Treasurer of the AAUP. Major Barrett worked on two projected monographs, served as Vice-Chairman of the Faculty Council, Chairman of the Rhodes-Fulbright Committee, Assistant Director of the Alumni College, and Faculty Advisor to the Honour Committee. He also presented two papers at professional meetings.

Captain Huntley served a second year on temporary duty with this department, and has accepted our offer of a third year appointment. He continues to progress in his pursuit of a Ph.D. at the University of South Carolina.

The History Department filled the recently established Mark Clark Chair for the first time this year. Dr. Douglas Porch, a distinguished scholar, adds luster to an already splendid faculty. During this year, he arranged for visiting speakers and taught a new course on the development of western imperialism. He also prepared and presented several papers, continued to work on a study of the conquest of the Sahara, and was selected to write a chapter for the revised edition of *Makers of Modern Strategy*. In December, he accepted our offer of a tenure track appointment and in September will join the commissioned ranks of the Militia as a Lieutenant Colonel.

The department said a reluctant farewell to Colonel Martin who retired after almost thirty years on our faculty. Crowning a truly distinguished career with yet another Outstanding Teaching Award, the "legendary Colonel Martin" leaves our ranks poorer for his departure. We wish him and his lady every happiness in their retirement.

#### J. Mathematics and Computer Science

In an effort to meet the demands of a world in which mathematics and computers are playing an increasingly important role, the Mathematics and Computer Science Department offers service courses for the entire college as well as degree programs in both mathematics and computer science. The department strives to develop the problem solving skills necessary for a rapidly changing age of technology.

The number of majors, especially in computer science, continues to grow. In 1983-84 there were 264 undergraduates pursuing degrees in mathematics and computer science from among the seven degree options offered. This represents an increase of 30 students over the previous year. The number of undergraduates receiving a bachelor's degree increased to 49 in May, 1984.

In conjunction with the Department of Education, graduate courses for middle and secondary teachers continue to be offered in the evening along with undergraduate courses for the Evening College program. The shortage of mathematics teachers in the local area is evidence of the need to concentrate on teacher retraining in both mathematics and computer science.

The Citadel Foundation has once again enhanced the department with grants to individuals and the department. As a CDF Fellow, Professor Stephen Comer has been able to extend his research capabilities to areas which may have been inaccessible without the grant. Professor Leslie Cohn has also benefited from a CDF grant. Thanks to a grant from CDF, the department enjoyed an outstanding



year of colloquia and seminars which provided stimuli for both students and faculty.

Scholarly activity in the department continued to develop in 1983-84. Three members of the department, Professors Comer, Fleming, and Halchin, presented papers at the national meeting of the American Mathematical Society. Professor Comer had nine publications, reviewed 10 articles and one book for Mathematical Reviews, served as referee for *Algebra Universalis*, *Annals of Mathematical Logic*, *Communications in Algebra*, and the *Notre Dame Journal of Formal Logic*. He was also an invited lecturer in Gyor, Hungary in September 1983. Additionally, Professor Comer has received funding from the National Science Foundation and The Citadel Foundation for an international conference in Universal Algebra and Lattice Theory to be held at The Citadel in July, 1984. Professors Coats and Comer were invited lecturers at MUSC this year. Professor Cohn was an invited participant in a conference at The Institute for Advanced Study at Princeton. In an attempt to further integration of mathematics and computer science, Professors Coats, Denig, Fleming, and Halchin attended short courses on various topics relating the two.

Professor Charles Kirkland retired from the department, effective 30 June 1984, after 28 years of service to The Citadel. Four new faculty members have been hired for 1984-85 to fill previous vacancies and those created by Professor Kirkland's retirement and the resignations of Professors Charles Fleming and Judy Halchin who accepted positions at Auburn University. More emphasis is being placed on computer science instruction as new faculty members are hired.

#### K. Modern Languages

With the assistance of CDF funds, the department sponsored three visiting lecturers during the academic year. The first lecturer was Professor Jorge Marban of the College of Charleston who presented a talk on 2 November 1983 entitled "Simon Bolivar, The George Washington of South America." Professor Emmanuel I. Udogu of Newberry College presented on 22 February 1984 a lecture on the topic "Nigeria Yesterday and Today." On 12 April 1984, Mr. Dan Lewis, Press Officer of The Consulate of the Federal Republic of Germany (Atlanta) lectured on and discussed "Three Hundred Years of Germans in America."

To take full advantage of the numerous features the new language laboratory offers, with CDF funds, the department has built a soundproof recording studio and is in the process of furnishing it with audio equipment. Plans for conversion of a former office into a studio and acquisition of electronic equipment was submitted to the department by Major Gundel who is in charge of the laboratory and will supervise and coordinate the functions in the studio. By having a sound studio available, members of the faculty will be able to devise and produce tape material to enhance the individual needs of their programs in the laboratory, and, thus improve the quality of instruction.

Professor Johnson served as chairman of the Faculty Council and also served as a member of the Committee on Academic Promotions and Tenure and on the Committee on Sabbatical Leave. He presented a seminar entitled "Gabriel Garcia Marquez and his novel *100 Years of Solitude*: A hero in our Time" to the Alumni College '83; gave the Commencement Address to the summer graduates of 1983; and read a paper "Catalan Reactions to the Performance of Ibsen's plays, 1893-1938"



at SAMLA in October 1983. He also attended the Philological Association of the Carolinas in March 1984 and the meeting of the South Carolina Conference on Foreign Language Teaching.

Professor Staley delivered a paper entitled "Anti-Semitism in Lope de Vega's Auto Sacramental, El Heredero del cielo" in a section dedicated to literature of the Spanish Golden Age at the Philological Association of the Carolinas in Chapel Hill, NC, 1-3 March 1984. He also represented The Citadel and was a participant in interdisciplinary seminar-workshops on ecology, and the mini-police states of Latin American at a Danforth Conference at Wrightsville Beach, NC, 5-8 April 1984. After competition he was appointed a Fellow in the Charleston Writing Project for its Summer Institute held from 11 June to 6 July. The Charleston Area Writing Project (CAWP) is affiliated with the South Carolina Writing Project and the National Writing Network. Over 96 Projects nationwide have adopted the successful model of the University of California, Berkeley/Bay Area Writing Project, which has gained national recognition for improving students' writing by increasing teacher's knowledge and instructional skills in composition. CAWP was established in 1982-83 and is co-sponsored by the Charleston Higher Education Consortium and the Charleston County School District.

Professor Pieper served as Project Officer and made all the arrangements for starting a new Cadet/French Student Exchange Program. Also he served as a Judge in French for the Charleston County School District Foreign Language Festival on 6 April 1984. He also received the Superior Teaching Award for 1984.

Professor Emory presented a paper on "Teaching Culture in The Foreign Curriculum", South Carolina Foreign Language Teachers Association, Charleston, SC, 24 March 1984. He attended the South Atlantic Modern Language Association Convention in Atlanta, Georgia, 28-30 October 1983 and The Philological Association of the Carolinas meeting in Chapel Hill, NC, 1-3 March 1984. Professor Emory was Instructor of the Modern Language Teaching Methodology Workshop at the College of Charleston, 15 August - 29 October 1983. He served as a member of the NASDTEC Evaluation Team, Bob Jones University, Greenville, SC, 5-8 March 1984 and Judge at the Charleston County School District Foreign Language Festival in Ladson, 6 April 1984.

Professor McRae read a paper entitled, "Leon Faucher, the Ecole du bons sens and the Demise of the Romantic Movement," at the Southeast Conference on Romance Language and Literatures held at Rollins College, Florida. He received two CDF grants during the academic year. One was \$536 to conduct research at the libraries of Duke University and the University of North Carolina at Chapel Hill on the subject of "Poets Translating Poetry: Poe's Raven in French, Portuguese and Spanish." Another grant for \$2850 to do study and research for six weeks in Madrid, Spain, in summer 1984. He was a representative of The Citadel at a workshop on grantmanship held at the College of Charleston and participated in the mini-workshop sponsored by the National Endowment for the Humanities on "How to Write a Grant Proposal." In October 1983, he also participated in a workshop sponsored by the Department of Foreign Languages of the College of Charleston on "Testing in Language Laboratory." In April 1984, he was selected to be one of the judges at the Tri-County Foreign Language Day Fair Held at the Exchange Club Park in Ladson, SC. He is currently at work on several articles and on an assigned book review for an upcoming issue of The French Review. He also attended The South Atlantic Modern Language Association Meeting, in Atlanta



October and November 1983, The American Association of Teachers of French and the South Carolina Conference on Foreign Language Teaching, both in March 1984 at Charleston.

Professor Frohlich attended the S.A.M.L.A. meeting in Atlanta. He was promoted to Lieutenant Colonel after 20 years of service at The Citadel.

Dr. L. T. Pappas, Chairman of the Modern Languages Department participated as a Judge at The Charleston County School District Foreign Language Festival and also attended the S.A.M.L.A. meeting in Atlanta.

#### L. Physical Education

The Department of Physical Education continued to function at a high level of professional activity during the 1983-84 academic year. In addition to the careful attention given to teaching and other student-oriented assignments the department was quite involved in the college-wide SACS Self-Study and a NCATE accreditation review with the Department of Education. In each study the department emerged successful in every respect.

All members of the faculty collaborated on the second edition of the text Foundations of Exercise and Fitness and also serve as the editorial board for the Journal of SCAHPERD.

Individually, each faculty member has displayed appropriate professional activity during the year. Colonel Frank L. Feigl participated in the Southeastern Conference on Elementary School Physical Education held in Atlanta, Georgia. Lieutenant Colonel John P. Smyth contributed a chapter to the text Physical Education and Sport for Secondary Students published by AAHPERD in 1983. Lieutenant Colonel Keith E. Hamilton recently completed an introductory text in physical education, reviewed a text on curriculum and teaching styles for Burgess Publishing Company, presented two papers on the Olympic Games at the convocation of Mount Union College (Ohio), and received three CDF grants for advanced study. Major D. Eugene Styles participated in the National Symposium on Biomechanics and continued to represent the department at the state level as an Assessment of Performance in Teaching Field coordinator. Major Gary L. Wilson received a CDF grant to attend a short course for exercise test technologists at Wake Forest University. He also continued to be quite active in the local and state health education coalitions as well as holding an office in SDAHPERD.

Colonel Melvin H. Ezell, Jr. resigned as department head following nine years of service in that capacity. He has been granted a nine-month leave of absence during which time he will work jointly with the Medical University of South Carolina and the Charleston Higher Education Consortium.

Again this year, with CDF sponsorship, the department continued its speakers series which brought eight noteworthy individuals to our students and faculty. CDF support also enabled the department to increase its efficiency through the use of research and laboratory assistants who were also enrolled in the department's M.Ed. program.

This year Mr. John S. Carter received the faculty award for outstanding scholarship and professional potential in the field of physical education. Mr.



Carter also received a similar award as one of thirteen students throughout the Southern District.

In the area of sports clubs and intramural athletics, Lieutenant Colonel Eugene F. Lesesne continued his highly capable and innovative leadership. Approximately three hundred cadets participated in thirteen sports clubs with the Pistol and Boxing Clubs achieving national recognition. Six cadets from the Pistol Club were named to various NRA All-American Teams with the opportunity to participate in the Olympic Trials.

Participation in the Intramural Athletic program was again above 99% with K Company emerging as champion. Individual honors were won by Cadets Brian Benson (Outstanding Athletic Officer), Ed Pumphrey (Outstanding Athletic Sergeant), and Robert Sanford (Intramural Athlete of the Year).

#### M. Physics

The 1983-84 Distinguished Physics Lectures, now an annual feature of physics department colloquium program, once again proved of intense interest to physical scientists in the Lowcountry area and characterized the increasing scholarship and academic growth of the Department of Physics. The quality of the department was further enhanced by several grants from The Citadel Development Foundation, grants from NASA and NSF, by a major revision of the physics curriculum, and by filling an assistant professor position with a talented and vigorous new faculty member.

Several hundred persons attended the three major addresses presented during the week-long visit of the distinguished physics lecturer, Dr. Jagdish Mehra, Professor of Physics and the History of Physics, Free University of Brussels. The author of a definitive multivolume treatise on the historical development of quantum theory, Dr. Mehra devoted the past thirty years to personally interviewing the great architects of quantum theory -- Bohr, Born de Broglie, Dirac, Heisenberg, Jordan Pauli, Schrodinger, and Wigner -- and to study their works. His lecture topics included many personal anecdotes from the lives of the scientists who made contributions to the two great intellectual inventions of this century -- Relativity and Quantum Mechanics. A CDF grant funded the lectures and also provided for additional colloquia throughout the academic year.

A thorough revision of the physics curriculum, the product of a full-year study by the department as a whole, resulted in several major changes in the upper-division course structure, and now provides a curriculum that is expected to produce one of the most rigorous and sound undergraduate educations available. The new curriculum includes a semester of electronics and a semester of computer programming in the sophomore year, and in the junior year a new course in mathematical physics techniques, a full year of classical dynamics, and semester courses in modern physics, optics, and thermodynamics. These courses prepare the student for full-year courses in electricity and magnetism and in quantum mechanics at the senior level. Two years of foreign language and three years of mathematics remain fundamental requirements in the physics major, and the major also includes two years of English, a year of chemistry and history, and several electives as well as advanced laboratory and senior research projects.



Major Saul Adelman was granted a full-year sabbatical leave and will be a National Research Council NASA senior research associate at Goodard Space Flight Center next academic year. This one-year appointment will allow him to devote full time to his studies of the abundances of normal and peculiar A and B type stars using optical and ultraviolet data. Major Adelman also had a series of papers entitled "Optical Region Elemental Abundances of B and A Stars" published in the Monthly Notices of the Royal Astronomical Society. One of the papers was co-authored with two of his former students at The Citadel, Hiliary E. Baldwin and John M. Young.

Captain Patrick Briggs published a paper in the January 1984 volume of Geophysical Research Letters entitled "Observations of Interplanetary Energetic Ion Enhancements Near Magnetic Sector Boundaries." Dr. Briggs is continuing his research this summer with an NSF grant at the University of Kansas. During the fall 1983 American Geophysics Union meeting in San Francisco, Dr. Briggs presented a poster paper on "High-Energy Interplanetary Electrons and Protons 1972-1982." He was accompanied to the meeting by Frank Adams, a cadet physics major and research student of Dr. Briggs.

Dr. Joel Berlinghieri has been involved in a laser safety project conducted by Engineering Technology, Inc. The goals of the project are laser hazard recognition and control. Dr. Berlinghieri also presented a paper to the computer section at the South Carolina Academy of Science meetings on a complex "user-friendly" interactive program for the storage, calculation, comparison, and display of course grades using the Hewlett-Packard HP-41 calculator. Using a CDF grant he has also continued his research on the unusual theory of color vision based on the two primary color experiments of E. H. Land -- with a goal toward determining whether these color phenomena can result in a color hologram.

The addition of Dr. Peter Rembiesa, a theoretical physicist from Central Florida University who received his Ph.D. from Jagellonian University in Krakow, Poland, has provided the department with a young, talented, and enthusiastic teacher who is also an outstanding physicist. Dr. Rembiesa, this past year, has continued his theoretical research in quantum field theory on the gauge invariant non-perturbative approach to a solution of the Dyson-Schwinger equations. His work was partially supported by a CDF Grant.

#### N. Political Science

The primary objective of the Political Science Department is to further the institutional goals of developing the mind and character of its students by offering courses in the liberal arts. The department's curriculum is designed to give the student a good understanding of the economic, political, social, and ethical aspects of the modern world. Its courses are developed to prepare students for admission to graduate and law schools and careers in federal and state government, the military, politics, and private industry.

During the year the department made several curriculum changes; Comparative Foreign and Defense Policies, Politics and the Media, Small Groups, Physical Anthropology were added as elective courses. Several courses were deleted. All of the above changes are designed to modernized and to rationalize the department's curriculum in order to give it greater utility for Political Science majors.



The students in the department continued to excel in their academic and military duties. Several have received departmental and military honors. Cadet Ray Rudd was presented the James K. Coleman Award for attaining the highest scholastic average in the department during his four-year tenure. Six students attended seminars held at the service academies. Others participated in the South Carolina State Student Legislature National Security Conference, the Political Science Speakers Program, and Symposium on Southern Politics. The students derived numerous educational benefits from these programs.

The department sponsored five speakers under its Speaker Program. These speakers addressed topics pertaining to American Constitutional Law, Operational International Law, and American and Foreign Politics. During February the Sixteenth Annual Citadel Invitational Debate Tournament was held. From 29-31 March, the department sponsored The Citadel Symposium on Southern Politics.

Faculty members of the department have had an active and productive academic year by attending seminars, workshops, conferences, and preparing manuscripts and books for publication. Several professors have received CDF research grants in order to conduct various research projects. Others have reviewed articles for scholarly journals. Two professors received a research grant from the National Defense University concerning NATO reserve forces. One professor was appointed as an associate to do research at the Russian and Eastern European Center of the University of Illinois. He was one of 200 academicians across the nation selected by the Center. Professor Paul Benson received an outstanding teaching award.

Graduates of the department this year have entered military service, public administration, law, graduate and professional schools, federal and state government. In order to prepare the graduating seniors for graduate and law schools and professional employment, seminars and workshops are conducted annually on the foreign services, Graduate Record Examination, Law School Admission Test, and civil service employment.

The department's Master of Education in Social Science, which began in 1982, is progressing very well. The program offers an opportunity for students to gain a broad background in the social sciences, especially Political Science, in order that they will be better prepared to pursue their chosen careers. It is the intention of the department to add additional courses to the program in order to attract more students.

All of the members of the Political Science Department have been very cooperative. They have devoted many hours to preparing their lectures, advising students, and spending an endless amount of time in committee work. Without the understanding, support, and dedication of these faculty members, the department would not have had a successful and rewarding academic year.

#### O. Psychology

The Department of Psychology experienced an active and successful year. The undergraduate curriculum was strengthened by the revision of content in several courses, and the graduate curriculum was modified in response to suggestions offered by the National Association of State Directors of Teacher Evaluation and Certification (NASDTEC) evaluation team. In the undergraduate program, the



subject matter is preparatory not only to careers in psychology but also to other professional careers such as law, business, education, military or criminal justice. The graduate programs are designed specifically to prepare graduates to serve as professional school psychologists. In May 1984, the department which had been located for eight years in Thompson Hall, moved to a handsomely renovated section of Capers Hall.

There was an increase in psychology majors from 48 in the fall of 1982 to 57 in the fall of 1983. Of the 10 majors who graduated in May, one has been accepted for graduate study at Duke University, one is employed as a journalist, and eight accepted military commissions: 3 Air Force, 3 Army, 1 Marine and 1 Navy. Cadet John Cassidy presented his senior research paper, "Personality Profiles of Citadel Cadets: A Comparative Study" at The Carolinas Psychology Conference, Raleigh, NC. Presently there are 22 graduate majors in School Psychology.

Enrollment figures in psychology courses for 1983-84 reveal a significant increase over 1982-83. During the academic year, 670 students were enrolled in psychology courses: 303 in the fall semester and 340 in the spring semester. Average enrollment in graduate classes was 17 and in undergraduate classes 22. Enrollment in the 1984 first summer school session was 128, with an average class enrollment of 21.

Utilizing funds provided by The Citadel Development Foundation, the department sponsored two workshops and one seminar: "Analyzing Cases in Learning Disabilities" by Lawrence Hartlage, nationally recognized neuropsychologist; "Reality Therapy Revisited," by Bruce Thomas, certified reality therapist; and "Sexual Abuse of Children: Psychological and Legal Implications," by Elizabeth Ralston, expert witness in childhood sexual abuse.

Some much needed laboratory equipment was purchased, improving instructional capabilities within the department. Major additions include a 4-mode biofeedback package, a biofeedback relaxation system, and EMG training system, a cutaneous sensitivity kit, and an illusionater set. One film, "Conflict on the Line: A Case Study," was added to our permanent film library.

Faculty members remained professionally active. One hundred percent of the psychology faculty received Citadel Development Foundation advanced study grants; fifty percent received CDF research grants; fifty percent presented papers at state or regional meetings; twenty-five percent published in referred journals; and one hundred percent attended local, state, or regional professional meetings. The four full-time department members served on 13 standing committees and 3 ad hoc committees, conducted 5 major workshops, and delivered 11 speeches. Representative examples of these professional and scholarly activities are noted. Professor Aline Mahan presented a paper, "The Dyslexia Dilemma: A World of Confusion," at the Seventh Annual Fall Conference of the Orton Dyslexia Society; participated in a symposium, "Computers and Anxiety," at the Southeastern Psychological Association, New Orleans, LA; and attended a workshop on clinical hypnosis, Cambridge, MA. Professor Michael Doran participated in a workshop on multivariate statistics, New York, NY, and completed CDF funded research investigating the effects of music and relaxation on learning and hyperamnesia. Associate Professor James Pietrangeli began CDF funded research on a model for the selection of law enforcement officers and participated in a workshop on communication under pressure, Atlanta, GA.



Professor Oliver Bowman attended the Sixth National Institute on the Teaching of Psychology of Undergraduates, Clearwater, FL; served on the Review Committee, South Carolina Teaching Area Examinations (Psychology); and did advanced study in psychotherapeutic techniques at the Cape Cod Summer Institute.

Departmental efforts are directed toward attracting more majors and more students into elective courses by emphasizing the broad range of applications of that body of knowledge that is psychology.

#### P. Evening College and Summer School

1. The current structure of the office provides service of four distinct areas of operation:

a. The Undergraduate Evening College which provides credit coursework toward the baccalaureate degree with majors in business administration and liberal studies. Two-year non-degree programs in Pre-Engineering and Pre-Allied Health are offered for transfer to USC, Clemson and the Medical University of South Carolina for B.S. degrees.

b. The Graduate Education program which offers coursework toward the master of arts in teaching, the master of education and the specialist in education degrees. Some thirteen different majors are available under these degrees.

c. The Master of Business Administration Program.

d. The Summer School.

#### 2. Enrollment Data 1983-84

During the academic year 1983-84, the four programs have continued to provide services in each related area. The enrollment patterns fluctuated a little over the past year in the following operations:

a. The Undergraduate Evening College fall and spring enrollment was down over the previous year. Approximately 10 and 12 percent respectively.

b. Graduate Education enrollment figures varied over semesters. It was up slightly Summer II 1983, down slightly in fall 1983 and spring 1984 and up again Summer I 1984.

c. The 1984 Summer School I enrollment was up by about 5 percent over Summer I 1983.

The enrollment picture is reflected in the data summarized in the tables below:



### Number of Persons Enrolled by Session

	Undergraduate Day	Undergraduate Evening	Graduate Education	MBA
Summer II 1983	719	N/A	310	N/A
Fall 1983		262	572	133
Spring 1984		258	581	132
Summer I 1984	793	58	495	45

### Number of Courses Enrolled by Session

	Undergraduate Day	Undergraduate Evening	Graduate Education	MBA
Summer II 1983	1169	N/A	349	N/A
Fall 1983	N/A	408	716	172
Spring 1984	N/A	400	771	177
Summer I 1984	1307	118	614	54

### 3. Developmental Activities

The various programs have continued to be very productive through this past year.

The undergraduate Pre-Engineering program offers courses for local engineers, scientists, co-op students, and provides the freshman and sophomore years of the B.S. degree in engineering.

The Pre-Allied Health Sciences Program has not attracted as many students as anticipated, but plans are to continue to develop and seek students interested in this area. This program is coordinated with the Medical University of South Carolina for completion of the B.S. degree.

The MAT degree title was changed from Master of Arts in Teaching to Master of Arts in Education with a major in Biology, English, Math, and History or Social Studies. The MAT degree is offered only in Secondary Education for those students seeking initial certification. The Master of Education degree in secondary education has also been changed to a Master of Education in Curriculum and Instruction.

An Advisory Committee to the Dean of Graduate Studies composed of eleven members representing business, industry, educational, and professional institutions in the Charleston area. The committee has met monthly throughout the academic year and provided insight for improving and developing The Citadel's community oriented programs.

An Evening College and Graduate Student Advisory Council composed of seven students representing the various constituencies of the evening programs was established. Its purpose is to further participation of graduate students and



evening undergraduate students with particular emphasis on program evaluation and improvement of the college programs, and to create a forum that represents the academic, administrative and extra curricular interest in the student body. The council met three times during the year.

An Evening College newsletter was published each semester in an attempt to more adequately provide students with information pertinent to their programs.

#### Q. Enrollment

##### Total Cadet Enrollment - 1986

	In-State	Out-of-State	Total
Upperclassmen	703	757	1460
Freshmen	<u>278</u>	<u>243</u>	<u>526</u>
Total	981	1005	1986

Ethnic Count:	White	Indian	Negro	Oriental	Spanish	Foreign
Upperclassmen	1366	1	66	4	8	15
Freshmen	<u>480</u>	<u>0</u>	<u>35</u>	<u>5</u>	<u>1</u>	<u>5</u>
Total	1846	1	101	9	9	20

Forty-four states are represented. The only states which are not represented are Idaho, Montana, Nebraska, South Dakota, Vermont and Wisconsin. The foreign countries with students in the Corps of Cadets are: Canada (1), France (1), Germany (1), Guam (1), Jordan (3), Panama (1), Phillipines (1), Salvador (2), Thailand (7), and Venezuela (2).

#### Cadets

Freshman	554
Sophomore	538
Junior	500
Senior	<u>394</u>
Total Cadets	1986

#### Other

Day Students	35
Veteran Students	81
Evening Undergraduates	244
Graduates	<u>694</u>
Total Other	1054

Grand Total 3040



## R. Admissions

The Fiscal Year 1983-84 was a year in which records were broken. A record number (1902) of applications were received. Out of this number the Admissions Office was able to select a highly qualified group of young men. The in-state ratio (53%) was the highest since 1946. It also marked the third straight year that 50% or more of the entering freshman class was in-state. This had not occurred since 1945-48. Along with the high percentage of in-state students came a rise in the academic profile of the class. The average SAT was 1001, the first time since The Citadel has been using the SAT that we have averaged over 1000. This increase also came with the freshman class averaging a higher GPR (3.0) and class rank than before. The Admissions Office had to again cut off applications in mid-March. This increase in applications has resulted in greater selectivity than ever before. The amount of in-state applications increased and the out-of-state applications set a record for the number of states that had applications (38). Because of the application increase the out-of-state selectivity was high. There were twenty-eight states and four foreign countries represented in the entering class. There were thirty-six of the forty-seven counties in South Carolina that were represented. The minority population of the entering freshmen rose to 7%. Business Administration continued to be the most popular major, followed closely by Electrical and Civil Engineering. Computer Science has the biggest jump in number and held down the fourth spot in popularity.

The amount of visitors (potential applicants) to the campus has steadily increased. Many of these were for overnight visits, and coupled with the Weekend Visit Program, The Citadel had more students visit than ever before.

The number of ROTC scholarship recipients who matriculated continued to climb.

Plans were developed for the improvement of the physical appearance of the Admission Office. This remodeling will probably occur in the next fiscal year.

## S. Scholarships

Academic scholarships are a significant attraction to highly qualified high school graduates. They also serve as an incentive for cadets already enrolled in the Corps to make the extra effort to achieve academic excellence and superior all-around student records in order to compete for the awards available to them.

For the Academic Year 1983-84, awards were made to 77 freshmen, 78 rising sophomores, 84 rising juniors, and 114 rising seniors. A total of 353 academic scholarships ranging from \$200 for one year to all expenses for four years, were awarded for a total of \$550,887. Of these awards, \$151,502 went to outstanding freshmen. The academic scholarships are awarded on the basis of academic standing, leadership, and other attributes desirable for members of the Corps of Cadets.

In addition to the academic scholarships, 242 cadets held ROTC scholarships. Ninety-eight of the ROTC scholarships were awarded by the Army program, 101 were Naval and, 43 were Air Force scholarships. ROTC scholarships pay fees, tuition,



books, and laboratory costs, and they give each recipient \$100 a month for 10 months of the year. Total monetary value of the ROTC scholarships was \$775,552, plus \$1,000 a year per recipient. This was an average of \$3,205 per scholarship for ROTC awards, not counting the direct payment to the cadet.

Under Category IV (outside scholarships) 96 students received \$92,567.

Total number of scholarships was 691 for a total amount of \$1,419,006 or an average of \$2,054 per recipient.

During the 1983-84 year, eleven new scholarships were established. They are:

1. M. Ralph Bagnal, Jr. Scholarship Fund
2. Karl Irvin Buse Scholarship Fund
3. The Class of 1934 Scholarship Fund
4. Lieutenant John L. Fuller, Jr. Scholarship Fund
5. John M. J. Holliday Scholarship Fund
6. A. John Knebel and Annie Dadin Knebel Scholarship Loan Fund
7. North Carolina Piedmont Scholarship Fund
8. Charles J. Schnorf Scholarship Fund
9. Dr. Thurman Council Sparks Scholarship Fund
10. Teal Therrell Scholarship Fund
11. Edward Zimmermann White, Jr. Memorial Scholarship Fund

In addition to the above scholarships, \$6,283.34 has been donated by Mrs. Ruth G. Foxworth to perpetuate the Edward McClam Foxworth Scholarship. Verbally, Mrs. Foxworth has requested that the awards be made for a four year period, renewable provided the student maintains satisfactory grades.

Effective 1 July 1984, the Scholarship Office has been incorporated with the Office of Financial Aid under the direction of Major Vance E. Hightower.

#### T. Student Aid Program

Under the authorization of the Higher Education Act of 1958 as amended, The Citadel continued to operate five major federally funded programs during the 1983-84 year. Pell Grant (PELL), National Direct Student Loan (NDSL), Supplemental Educational Opportunity Grant (SEOG), College Work-Study (CWS), and the Federally Insured Student Loan (FISL). These programs have assisted 946 students with \$1,582,903.

As a supplement to these programs, The Citadel provided aid to 121 students in the amount of \$111,405. The main contributors to this supplement have been The Citadel Development Foundation (CDF), through loans and grants, and Stackhouse Loans Program. Under the CDF loans, 63 students were assisted with \$76,393 and under the grants, 44 were aided with \$28,362; Stackhouse loans in the amount of \$6,650 were awarded to 14 students. These loans and grants were combined to aid a total of 104 students.

A grand total of 1,067 students were aided with \$1,694,308 from all programs.



#### 1. PELL

During the 1983-84 year the PELL program has made awards, ranging from \$225 to \$1,800 available to 290 students for a total of \$332,945. This was an increase of \$33,451 for the previous year. This increase is due to adjustments in formulas used to determine the amount of money.

#### 2. NDSL

The average loan under the NDSL program this year was \$951. This was computed from 37 students who were awarded \$35,187 in loans.

As of 30 June 1984, a total of \$990,351 has been loaned to 958 borrowers. Over the same period \$73,501 has been earned in interest, and loan repayments have amounted to \$605,224. In dollars, \$334,419 represents the outstanding amount of loans in this program. This figure excludes \$11,020 which was canceled due to the death of borrowers, and \$25,388 which is the portion partly cancelled under the teacher cancellation clause of the NDSL Act. Also, \$2,689 has been canceled because of bankruptcy of borrowers and \$15,141 for military cancellations which were also excluded from the total amount to be repaid.

Our delinquent NDSL accounts are continuing to be collected by Todd, Bremer, and Lawson. Our default rate is 4.6%. In addition to the professional collector, the State of South Carolina permits the State Treasurer to withhold tax refunds of borrowers who are in default. Names of defaulted borrowers were reported to the Treasurer for collection.

#### 3. SEOG

The SEOG program made money available to students who, without the grant, would not have been able to enroll at The Citadel, assisted 16 students with grants totaling \$7,063. The average of these awards was \$441.

#### 4. CWS

This program allowed 38 students to earn \$20,524 during the past school year. These students were paid minimum wage, \$3.35 per hour.

#### 5. FISL

Citadel students who were South Carolina residents and wished to use a FISL to assist in paying the educational cost were referred to the South Carolina Student Loan Corporation. During the past year 172 students applied and received loans which amounted to \$320,826.

In addition to the aforementioned program, The Citadel maintained a guaranteeing reserve with the United Student Aid Funds, Inc. which amounted to \$212,500. As of 30 June 1984, \$29,194 of this total reserve has been committed for 34 loans which are now outstanding. In June, this account had a guarantee capacity of \$184,306 to insure loans made by banks.

Under this program, The Citadel has \$16,000 invested. Of this amount, \$7,100 is being held for loans which are in default.



Non-residents of South Carolina, as in the past, have been referred to their State Loan Programs. This year 393 students were referred and an estimated \$866,358 in loans were granted to our students.

A total of 565 students were awarded \$1,187,184 under FISL programs. This is an increase of 111 students and \$284,211.

#### U. Computer Center

Demand for computing support for instruction, research, and academic administrative service reached an all-time high during the 1983-84 college year. Almost every academic department is now using or testing some form of computer support for instruction and research. We have experienced a phenomenal growth of interest.

Our relationship with the University of South Carolina Computer Service Division, which maintains our host computer, remains pleasant and cooperative. Members of the staff have visited our campus to provide consultations, seminars and assistance. However, the conversion by the university's Computer Services Division from the VSPC operating system to the CMS operating system has caused many difficulties. In order to smooth the transition, several seminars for our faculty and two workshops for students were presented. Additional workshops have also been planned.

The Citadel Development Foundation has provided funds for the expansion of our microcomputers network and the addition of a hard disk system to support instructional laboratories. Several departments have acquired microcomputers for research and instruction.

A variety of software packages for our microcomputers have been purchased and are being made available along with programming assistance and training. Where appropriate, users are being channeled to microcomputers from the mainframe.

As funding and personnel permit, the microcomputer network will be upgraded and additional software packages will be purchased to enhance the existing systems and services.

Interactive VUD's (Video Display Units) are currently installed in the following administrative offices: Registrar, Graduate and Evening College, Admissions, Recruiting, Financial Aid, Records, and Personnel. Academic departments with interactive units include: Electrical Engineering, Political Science, Chemistry, Biology, Business Administration, Civil Engineering, Psychology, and Mathematics and Computer Science. An additional six VDU's and a printer have been added to each of the two interactive work laboratories.

Video Display Units located in various administrative offices permit office personnel to enter data directly as it is generated in the work area. This distributed processing eliminates computer cards and document transfer and provides an efficient method of data entry. Information entered in this fashion must still be batch processed to the host computer. Although upgrades have been made to user systems to improve data entry and to permit more flexible access to information, interactive access is not feasible with current hardware



and software constraints. This capability is critically important if the full benefits of computer technology are to become a reality at The Citadel.

With the transfer of a data entry position from the office of the Registrar, the number of full-time employees in the Computer Center is now three. Even with reorganizational efforts and with the employment of cadets on a part-time basis, drastic increases in computer usage and the acquisition of additional microcomputers had made additional full-time help a necessity.

#### V. Daniel Library

The Citadel Development Foundation, has given the Daniel Library a big boost toward making it one of the outstanding college libraries in the Southeast. Through a specific grant, the Daniel Library was able to convert its cataloged holdings into a machine-readable form and this opens up all sorts of vistas for future achievement. Already, we have been able to speed up our acquisitions program and to achieve faster and more effective Interlibrary Loans. Studies have begun concerning a fully automated acquisitions program and it is envisioned that a computerized circulation system and computerized library catalog is in the not too distant future.

The Citadel Development Foundation also underwrote a pilot project for providing computerized literature searches for faculty, graduate students and senior undergraduates working on authorized projects. It proved to be an immense success and had provided not only faster but also more complete searches in most fields. The project is being continued into the next year.

Finally, The Citadel Development Foundation has inaugurated a continuing grant for the enrichment of the library program and collection. It cannot be used for personnel nor equipment but will prove a great help in filling lacunae in the present collection and in providing help for new programs or subjects to be taught. This year emphasis has been placed upon enriching the collections in Political Science and Business Administration as well as replacing the missed periodicals caused by the budget reductions of 1982-83.

I am happy to report the state support also increased and overall this has been a most successful library year.

The library holdings as of 30 June 1984, was the equivalent of 616,284 volumes. This includes 186,008 bound books and periodicals and 430,434 microforms. In addition to those, our governmental depository has 67,154 items available for use. During the year, 5108 volumes were added to the library collection contracting favorable with only 3885 during the previous years. Once again, this increase was possible due to the enrichment grant from The Citadel Development Foundation which enabled the library to overcome the ever increasing cost of books and periodicals.

There was a slight rise in the number of items circulated for outside use during the year. 35,939 items were circulated. An interesting side statistic, indicating the growing reputation of the Daniel Library, is the fact that for the first time in history we filled more interlibrary loans requests from other libraries than we borrowed. We had 111 requests and had to borrow only 40



items. Of course, this reflects the growing importance of the cooperative courier service between the Charleston Higher Education Consortium since we are able to acquire many items within the Consortium that we previously had to borrow elsewhere.

The first year of the DIALOG Literature Searches was a resounding success. During the year, 753 searches were successfully completed and since that service began only in late September and has been increasing monthly ever since, next year's totals will be even more impressive.

All professional members of the Daniel Library staff are active in professional activities. All are members of the South Carolina and Southeastern Library Associations and Colonel Hillard and Major Maynard are members of the American Library Association. All professional librarians serve on appropriate campus committees and all are active in community affairs. Major Nath served as advisor for the SPHINX in addition to normal duties. Captain Pyatt is in the midst of compiling a bibliography on Martin Luther King and has received a CDF grant for this purpose. In January, Colonel Hillard's third book was published. In addition, he serves as secretary of the Exchange Club of the Isle of Palms and is a member of the Users Council of the Southeastern Library Network (SOLINET).

#### W. Archives-Museum

The Archives-Museum has continued to increase its support of the academic, research and fine arts stature of The Citadel. In all areas, this department has expanded its holdings, maintained service in support of the faculty, cadets, scholars, administrative offices, as well as, other South Carolina institutions, while operating with a minimum of personnel.

##### 1. Archives

During the past year, the Archives has increased its holdings by about 15%. To date, there are nearly 200 manuscript collections in the Archives, of which eleven have been registered with the National Union Catalogue of Manuscript Collections, published by the Library of Congress.

Notable gifts during the year have included:

a. General Mark W. Clark manuscript material was received from the National Archives, Washington, DC. This material pertains to General Clark's position as High Commissioner to Austria after World War II. This material will be catalogued during the coming year for scholarly use;

b. Senator Ernest F. Hollings, Class of 1942, Presidential Campaign materials for 1983-1984;

c. Nuremberg War Crimes Trial papers (1945-1946) donated by Colonel and Mrs. Henry Nixon of Columbia, SC. Documents include important trial letters written by such Nazis as Goering, Hess and other principal deputies of Hitler;

d. General George M. Seignious, SALT (Strategic Arms Limitation Treaty) papers 1978-1980;



e. Summer Waite Collection of historic materials 1911-1942. Waite served as U.S. Military Attache to Parris from 1936-1941.

The Archives received recognition in several publications for research provided during the past year. Of the more significant works utilizing archival materials were Martin Blumenson's, Mark W. Clark: The Last of the Great World War II Commanders (Congdon & Weed Publishers) and Nigel Hamilton's The Master of the Battlefield: Monty's War Years 1942-1944 (McGraw-Hill publishers).

## 2. Museum

The Museum continues to be active in its many functions. Attendance was stable at about 50,000 visitors per year and operating costs per visitor is about the median for a small museum. The Museum also continued to provide support services and research for academic, student, as well as administrative offices on campus. This year the department received a federal grant, i.e. Institute for Museum Services Grant (NEH), for the Museum Assessment Program. This grant will help evaluate The Citadel's Museum programming and work, plus should enable the museum to secure more competitive Federal grants.

Locally, the Museum has been participating in the Smithsonian Institution's Heritage Forum, which is designed to enable teachers to better utilize the resources of local museums in their instruction. Also, loans have been made to major museums, as well as, many local museums and organizations.

This year much needed Museum Workshop equipment was replaced, a new electronic Mark W. Clark Map System was installed, along with the purchase of videotape equipment to perform history interviews, document collections and exhibits, plus preserve film footage. Several of these purchases were made due to The Citadel Development Foundation grants to the Museum.

The following notable gifts were received:

a. General Mark W. Clark has given the Museum approximately \$66,392.50 of appraised items from his estate;

b. Citadel uniforms from Mrs. Eva Gregory, Captain Herbert Allen, Mr. Harry O'Neal, Mr. George R. Fox, Mr. Victor C. Seiter, etc.;

c. Weapons collection from Mr. Charles Barnes;

d. Large painting of The Long Thin Line, by E. L. Kinloch donated by Mr. Edward Vail of New York;

e. Models and weapons collection from the late Captain Larry Dring.

Special exhibits have included:

July-September 1983

Post-Courier Photos

October 1983

Charles Staats Art Exhibit

February 1984

"South Carolina Water Color Society Art Show"  
on loan from the South Carolina State Museum  
Traveling Exhibition Program



March-April 1984

"Wonderful World of Kites"

May 1984

Sally Aimar and Eugenia Sundin Art Exhibit

June-July 1984

"Wildflowers of South Carolina Art Show"  
on loan from the S.C. State Museum Traveling  
Exhibition Program

The Associate Curator position was filled by Mrs. Phyllis Henderson, who received a B.A. degree from Limestone College and has had experience with the National Park Service, i.e., the Carl Sandburg Home and the Cowpens National Battlefield.

#### X. Greater Issues Series

With the support of the Hugh Lane Foundation, The Citadel presented three outstanding Greater Issues lectures during 1983-84:

22 September 1983

Mr. Dan Rather, Anchorman, CBS News

2 November 1983

Langhorne A. Motley, Assistant Secretary of  
State for Inter-American Affairs (and Citadel  
Class of 1960)

11 April 1984

Dr. Murray Weidenbaum, Former Chairman of The  
Council of Economic Advisors to President  
Reagan.

#### Y. Honor Court

The Honor Court enjoyed a slight decline in the number of accusations of honor violations. Thirty-five accusations were submitted. Nine cadets resigned, while the court dismissed accusations against nineteen cadets owing to lack of evidence and found six cadets guilty of honor violations. Of the six convicted, the President accepted the recommendation of leniency in one case, and in another a cadet's appeal to the President succeeded in having the finding of the Court over-turned. Most of the accusations were made against cadets of the first and second classes (25), with the most common offense being that of cheating (19), followed closely by lying (15). There was one accusation of stealing.

In addition to investigating and adjudicating honor violations, the Court conducted a major review of its procedures, resulting in codifying of the appeals process, rules of evidence, and the election of company alternate representatives. These changes were brought about by the Chairman of the Honor Court, Cadet Anthony G. Gaiani, who worked closely with the President, faculty advisor, Board of Visitors, and the Board of Visitors Advisory Committee.

Officers elected for the 1984-85 school year are: David G. Rogers, Chairman; Patrick James, Vice-Chairman; and Walter Hudson, Secretary. Major Michael B. Barrett, USAR, History Department, continued as faculty advisor.



## II. ADMINISTRATION

### A. General

It was a great year with progress in all areas. Our financial situation in the administrative and auxiliary activities was better than last year; however, in the maintenance of facilities funding limitations curtailed needed activities. A vast amount of effort was directed to activity support and improvements necessitated by safety and operational requirements. Some supplemental funding at mid-year allowed for some essential equipment replacement. A major breakthrough in automation was achieved in the Physical Plant with the acquisition of computer hardware and software for office automation and work management.

### B. Accomplishments

The design of LeTellier Hall was completed and construction is presently underway with a completion date at the end of the coming school year. This \$1,368,000 project is financed by State Capital Improvements Bonds and Institution Bond Debt Service Reserves. Some \$564,000 of the latter funds are in this project. The Cadet Services Building will have a beneficial occupancy date of mid-July 1984, some two months ahead of schedule. This early completion will allow for the orderly transfer of equipment and supplies from old Coward Hall and ensure that the facility will be available at the start of the new school year. The Kovats Field parking project was completed this year and has successfully eliminated the drainage problems at Lesesne Gate and at the Johnson Hagood Avenue gate. The installation of a low pressure hot water heating boiler for Dunnemann apartment building was completed.

The Five-Year Permanent Improvement Plan was completed and submitted to the Commission on Higher Education. This five-year plan encompasses Capital Improvement Projects from 1 July 1985 to 30 June 1990. In addition, an Annual Permanent Improvement Plan for 1 July 1984 to 30 June 1985 was completed and submitted to this Commission on Higher Education for approval. This Annual Permanent Improvement Plan surveyed all existing facilities and it contains specific projects consisting primarily of modernization, repairs and preventative maintenance of existing facilities. This program will stop the increase of deferred maintenance and will support college missions and programs.

Two occupational class studies were made during this year involving 74 clerical employees and 56 employees in the trades classifications. Both of these studies raised the grade levels of positions to be compatible with those in industry and business. The FY 1983-84 General Appropriations Act provided for compensation increases for classified and unclassified employees. The increase for classified employees was 5% and the increase for unclassified personnel was based on an average annual 5% increase, which was distributed among unclassified personnel without uniformity, not to exceed 9%. The merit program was discontinued for this year but longevity increases were continued at the 5% level.

The Affirmative Action Coordinator continues to serve as a resource to department and activity heads on matters related to the Desegregation Plan



and Affirmative Action Plan. This activity is funded from Desegregation Plan funds. An additional Graduate Incentive Fellowship was authorized for the coming year to be funded from Desegregation Funds. This will bring the total to five Graduate Incentive Fellowships.

In the area of varsity athletics, The Citadel moved up from a 7th place finish in the Commissioners Cup Competition to a 5th place finish in conference standings. Rifle and baseball finished 2nd in the final standings and all teams but football, tennis and outdoor track posted winning records. For the second consecutive year, The Citadel finished first in the conference voting for the McAlister Sportsmanship Award. Several athletes brought regional and national honor to The Citadel with outstanding performances in the classroom and as participants. Bill West, a 1984 graduate who was an All-Conference and All-State selection as a player, was awarded an NCAA Post-graduate scholarship, and is going to accept it and pursue graduate work at Auburn University. Regan Truesdale, an outstanding member of the basketball team, was selected as Southern Conference Player of the Year and State Player of the Year. Rusty Borden was selected to the All-Conference and All-South Team, a regional honor in soccer. Twenty-six other cadet-athletes gained honors in the state and Southern Conference. The Citadel served as Host Institution for the I-AA Football National Championship game in Johnson Hagood Stadium. In addition, The Citadel hosted the Southern Conference rifle and wrestling tournaments.

Student Activities continued to provide social activities during the school year, such as 3 formal hops, informal beach club dances, cookouts, Mariah cruises, various tournaments and a social exchange with Converse College. Other special services included 20 movies, dance classes, cadet talent show, a family sponsorship program for freshman, freshman ice cream social and many other activities directed at providing cadets with leisure time activities and assistance. The Brigadier newspaper operated for the 3rd year without monetary support from the College. The Sphinx was published using a new format and 2 issues of The Shako were printed. The Citadel Chorale had 11 performances in addition to the trip to Atlanta during Spring Break. The Fine Arts Series had 4 successful performances and the Drama Club staged 2 plays during the college year. The highly successful Invitational Debate Tournament was held in February with 17 colleges and universities participating in this the 16th annual tournament.

Chaplain Gordon E. Garthe, Commander, United States Navy, Retired, was appointed Director of Chaplaincy Activities and Chaplain to the Corps of Cadets replacing Reverend Rocky Hendrix. In addition, Father Gabriel Smith replaced Father Joseph Roth as Catholic Chaplain to the Corps of Cadets. Dr. David Cuttino was appointed Protestant Minister of Music. Chaplain Garthe instituted a visitation program whereby he visited the entire Corps of Cadets in their rooms in the barracks. The campus ministers preached monthly in Summerall Chapel. During the year Summerall Chapel was utilized for 70 weddings, 6 baptisms, General Clark's funeral and 2 memorial services. Reverend Jerry Falwell donated leather Bibles for the 1984 Corps of Cadets graduates.

Crime on The Citadel campus remained low in terms of incidents. Barracks thefts continued to decline. A total of 11 incidents were reported this year as compared to 17 last year. Almost all cases involved unsecured items



left on top of furniture or in pants pockets. New signs were installed on Highway 17 to direct visitors to the campus and stadium. A cut stone identification monument was constructed outside Lesesne Gate and entrance lighting was enhanced to improve night visibility and safety. The Public Safety Department was realigned to improve career advances, professional development and supervision. Three officers were promoted to Corporal and one to Sergeant. A comprehensive physical fitness and weight control program was implemented for all Public Safety Officers. This program is expected to result in better fitness, appearance and improved health for all participants.

The Canteen operation continued to provide quality merchandise and service to the Corps of Cadets, faculty, staff, alumni and friends. An attractive program of sales promotions is ongoing and the first color picture advertisement was initiated this year. This advertisement proved highly successful for our mail order business. The coin-operated laundry provided a needed service and is operating at a slight profit. New equipment purchases this year includes 2 dollar bill changers, 2 snack machines, 1 coffee vending machine, a new dishwasher, and a hair vacuum for the Barber Shop. The food service contractor, ARA Services, continues to provide outstanding food service to the Corps of Cadets and other official functions at the College. Since the food service contract at The Citadel had not been out for bid since 1978, it was necessary to solicit proposals for this needed activity. Eleven food service companies made proposals and after an extensive evaluation, ARA was selected to have the food service contract for the next 5 years. The Citadel Print Shop assumed the responsibility for printing requirements of the College of Charleston. As a part of this agreement, the College of Charleston transferred printing equipment to The Citadel for our use. The volume of printed matter continues to increase, especially from the College of Charleston as they become accustomed to the increased quality and timeliness of our printed matter. Besides the College of Charleston, the Print Shop continues to do work for other agencies such as the Medical University, Wildlife and Marine Resources Department and County School Systems. The Cadet Store has embarked on a program of ordering used textbooks from wholesalers for the first time and has increased the number of textbooks purchased back from our students. This activity has created cost savings to our students. The Tailor Shop had sales to 300 cadets for the blazer ensembles for rising juniors. The Laundry processed 59,984 bundles of cadet laundry with only one lost bundle in the barracks that was not recovered. The general health of the Corps of Cadets during the school year has been excellent except for a one month period of influenza shortly after Christmas Break. There were some 13,678 outpatient visits during the school year with some 775 admissions to the Infirmary during this period of time.

Cadet Corps participation in intramural activities and club sports is near 100%. These programs enhance the cadets' motor skills, proficiency, esprit de corps and self expression. Soccer and bicycle racing were 2 new sports added to the intramural program. Both were well received by the Cadet Corps and next year Soccer will be expanded to a multi-league sport. This was the first full year for the Boxing Club and the club made a good showing in the Eastern Regionals. Next year, The Citadel will host the Eastern Regionals during the Corps Day weekend. The Pistol Team continued on its winning ways with Rick Roberts winning top NCAA pistol honors at the Nationals and 4 team members being named as All-Americans. The Citadel had more All-American



shooters than any other school in the country. The remainder of club sports all showed improvement in their programs this year.

This year was a year of positive commitment to the goals and ideals of The Citadel by dedicated Citadel staff members. Specific accomplishments by activities follow.

## C. Physical Plant

### 1. Physical Plant

On 1 July 1983, The Citadel Boating Center was placed under the umbrella of the Physical Plant. In May 1984, the plant was reorganized in conjunction with a statewide trades study. The Deputy Director of Physical Plant position was eliminated and the shops and plant activities were organized under three divisions. The Utilities Division is headed by Mr. Charles Bowers and has the following activities: Boiler Plant, Machine Shop, Electric and HVAC Shops. The Buildings and Grounds Division is headed by Mr. Rudolph Faust, activities include: Grounds Department, Paint and Carpentry Shops. The Services Division is headed by Mr. Edward Bowers, activities are: Contractural Services (custodial, trash collection, elevators and pest control), transportation/motor pool and dispatch, boating center and automotive maintenance shop. The Office of the Director is now composed of the Director, the Resident Construction Engineer, and administrative section and the three division chiefs.

The second floor weight room in Alumni Hall was eliminated and a Club Sport Boxing area was constructed. Improvements were made to exits to meet life safety code requirements; doors, panic hardware and exit lights were added. General repairs were accomplished in Alumni House on the building exterior, which included: the replacement of rotten wood, french doors, reglazing of windows, repair of roof leaks and the repainting of exterior wood trim. Second floor rooms were renovated and converted to office space to accommodate Alumni and Placement Offices which were moved from Mark Clark Hall. HVAC systems were renovated, split zoned for economy of operation and the heat system replaced.

All barracks received general renovations including, but not limited to, the following. Replacing hot water coils in Barracks No. 3 and No. 4, stairwell lighting was added, 22 rooms had scheduled floor replacement, windows were rescreened as necessary and all rest rooms received tile repairs and painting.

A water tap meter and lines were installed in the Beach House to place it on city water.

Boating Center repairs included replacing roofs on both the shell boat shed and the main shed, and repairing and rechanging main doors.

Bond Hall renovations and improvements were accomplished to provide Business Administration office facilities, and minor improvements to Electrical Engineering classrooms were made. The mailroom was moved from the lobby to a newly renovated area previously occupied as a janitorial



storeroom. The old mailroom was renovated for use as a meeting/interview room. 5,000 square feet of plaster ceiling has been removed to prevent failure and possible occupant hazard. Approximately 1,600 square feet remains to be removed that has been identified as potentially dangerous. The work involves the displacement of the occupant and property, protection of the floors, removal of lighting and dropped ceilings, disconnection of sprinkler systems, removal/demolition of failed plaster, clean-up and the restoration of the room to its original condition, less the plaster ceiling. Financial Management area renovations were started and are approximately 40% completed; approximately 5,500 square feet of administrative space is involved.

A fourth floor area in Byrd Hall was renovated to provide + or -2 degree temperature control for scientific equipment. Dead end hall space was converted to office space in Capers Hall. The Evening College was moved to a renovated space on the first floor. The space vacated by the Evening College received floor leveling and stabilization by pressure grouting. The space was then renovated and offices, labs and classroom facilities were constructed for the Psychology Department. Psychology was moved into the space during May. The west entrance was modified by recessing the door to eliminate continuing wind damage and unauthorized access to a machine room.

Roof repairs were accomplished in several areas to eliminate moisture damage in the Chapel. Stabilizing bars were installed on the stacks in the Daniel Library for added safety.

Thirty-two units of faculty housing received renovation during FY 1983-84. 573 Huger Street driveway was replaced. A design contract was negotiated to address steam heat and electrical system renovations in the stucco housing areas.

Steam line and storm drain project areas were restored prior to the start of the school year. Internal evaluation of general grounds maintenance and condition is one of position improvement, however, the recent dry spell after commencement 1984 has browned the campus.

The Joint Operations Center in Jenkins Hall was moved to accommodate additional space for Air Force Supply.

A lighted cut stone identification monument was constructed at Lesesne Gate to greet visitors. No other visible evidence or announcement of The Citadel existed. The entrance lighting was altered to improve night visibility and safety.

Civil Engineering was moved to Thompson Hall in May of 1984 due to major renovations scheduled for LeTellier Hall after graduation 1984.

The Post Office received improvements in the window and box areas. Space was modified for installation of an automatic banking machine, and special electrical and HVAC service was provided adjacent to the lobby area in Mark Clark Hall.

McAlister Field House work included moving the Brigadier Offices from the second floor balcony to the lobby. Windows on the west end of the pool area



were replaced with inexpensive fiberglass panels for safety purposes and the main floor of the field house and the Hall of Fame floor was refinished. A concession area was added to the north balcony area and the new Brigadier Club lounge area entrance was modified to improve access and egress.

Improvements were made to dressing room areas, fencing, carpeting and general renovations in the stadium. Major efforts were provided to insure success of the NCAA Championship and televised games. The south end brick wall was reconstructed for safety reasons. Lighting towers were inspected and found to be in need of major structural renovation or replacement in the near future. Removal is being considered.

Civil Engineering was displaced to Thompson Hall and occupied vacated visiting team and Psychology areas. This move was accomplished during exam week and was necessary to allow major renovation of LeTellier Hall.

A significant effort in support was provided for both Citadel and external events to include: Parents' Day, The Citadel Commencement, Music Festival, Homecoming, Sword Drill, Talent Show, Army Band, two Gospel Shows, NCAA Championship, Corps Day, Ronnie Milsap Show, Boys State, many athletic events, three Greater Issues, Gulf Security Conference, Trident Tech Graduation, MUSC Inauguration and Commencement, Ronald McDonald House, Summer Camp for Boys, the US Park Service "Save the Flag" Ceremony at Ft. Sumter and many others. Freeze damage due to extended sub-zero temperatures mounted to over \$28,000, of that amount \$17,000 was covered by insurance. Major efforts were expended during the Christmas Break to restore facilities to operable condition by the return of the cadets. Facilities damaged included the Tailor Shop/Dry Cleaning Plant, Cadet Store, Mess Hall, Custodial Building, Infirmary and all four barracks. Necessary repairs restricted scheduled work planned during the period.

#### CAPITAL IMPROVEMENT PROJECTS

##### CADET SERVICES BUILDING

\$1,990,000

State Capital Improvement Bonds	\$833,606
Surplus Institution Bond Debt Service Funds	\$365,394

Award of construction contract for \$1,005,000 was made to Newton Builders of Charleston on 26 May. Contract calls for completion of work not later than 30 August 1984. (Work started 31 May 1983.) Beneficial occupancy expected mid July 1984.

Building will provide a new cadet book store and warehouse (8,000 square feet) and a new Tailor and Dry Cleaning Shop (11,000 square feet) on the site of The Citadel's old carpenter and machine shops.

##### KOVATS FIELD PARKING

\$246,894

Contract awarded to Banks Construction Company on 1 March and work began on 3 March 1983.



Project included additional storm drainage with improved drop inlets, grading, drive-over curbs around the field and street paving. Drainage problems near the Chapel, front gate and Capers Hall and Alumni House were corrected.

Work was completed in August 1983.

#### STEAM LINE REPLACEMENT

\$152,886

Surplus Institution Bond Debt Service Funds

Project was increased by \$5,109 residual from Infirmary Renovation Project when it was closed.

Construction of 6" steam line and 3" condensate return line from Capers Hall manhole to Mark Clark manhole (both on parade field), which completes campus supply loop, was completed in August 1983.

Construction contract in the amount of \$57,400 was with James A. Merritt and Sons of Charleston.

In lieu of replacing steam and condensate lines from Jenkins Hall to the Dunnemann Apartment Building, a low pressure hot water heating boiler was installed in the Apartment Building at a cost of \$27,765. Work was completed in October 1983. Savings of boiler vs replacing steam and condensate lines was \$50,000.

#### LETELLIER HALL MODERNIZATION

\$1,368,000

State Capital Improvement Bonds

\$804,000

Institution Bond Debt Service Reserves

\$564,000

Project designed by Gresham, Smith and Partners.

Contract awarded to Charleston Constructors, Inc. for \$1,217,960. Work started 14 May 1984. Contract calls for completion on 31 May 1985. Contractor expects to complete work by 1 January 1985.

Work consists of complete renovation of 20,000 square foot building with reduced window areas, heating/air conditioning, new lighting, plumbing, roof, drop ceiling and wall finishes. In addition, a 2,400 square foot, second floor will be erected over the concrete laboratory and a new 1,500 square foot 3-story stairwell and elevator will be constructed.

#### BARRACKS NO. 2 - REPAIR TOWER

\$ 37,000

Plant Improvement Funds

Project is to remove some 36 tons of decorative pilasters that have separated from the reinforced concrete frame of the tower, repair spalled stucco and brick work, water proof and paint.



Project has been awarded to Newton Builders and has a projected completion date of 6 August 1984.

PAINT WATER TOWER

\$ 42,000

#### Rehabilitation Reserve Funds

A project to paint the 75,000 gallon, 110 foot high water tower inside and out was awarded to Phillips Industrial Services Corp, Mt. Pleasant, SC and has a projected completion date of on or before 20 August 1984.

Robert A. Schoolbred, Inc. is the project engineer.

## 2. Boating Center

A new director for the Boating Center was appointed in August 1983, Mr. Jim FitzGerald. Because of the heavy siltation problem, several changes occurred during the school year. Arrangements were made with the owner of the Charleston Inn to move a floating dock behind the Inn for the Sailing Team to utilize for their daily practice. Cadets and veteran students were allowed to trailer boats off campus for the first time starting in January 1984. This would allow them the use of the equipment when they were unable to leave and return from the Boating Center. As a result, there was an upswing in total use with weekend business staying a constant at 34-35% of the total usage. The total number of persons using the facility in School Year 1983-84 was approximately 3,500. Of the total, approximately 2,100 came in the spring semester 1984, showing a positive increase. During the school year 130 persons took the SOS Boating Course and 86% passed it. Of these, approximately 65% have completed the skills portion of the test and have received their qualification cards.

The operational hours of the Boating Center were changed to coincide with the tides in the basin. The Center switched to a seven day a week format to provide a greater opportunity for its use. An additional employee was transferred to cover the additional workload and maintenance. The basin at present can be used on an average of 2-2½ hours before and after the high tide. This four to five hour window of time is decreasing at a steady but slow rate as the basin and channel continue to fill in.

New equipment purchased for the Boating Center includes: a 14' aluminium bass boat, a 14' McKee runabout, 4 outboard motors, 3 trolling motors, 2 sunfish sailboats, 2 sailboards, 2 jon boats, 3 boat trailers and a gas powered dock pump. The sailboat, Downwind, was returned from charter by the Navy as they acquired a larger training vessel. The Downwind was refurbished and put on the market for sale. It is hoped the sale of the Downwind will provide the necessary seed money to purchase a dredge to maintain the basin.



#### Boat use:

Powerboats 325 uses  
2.4 persons averaged per boat  
46.5 average days per boat use  
approximately 25% trailer use

Sailboats 331 uses  
1 person average per boat  
36.7 average days per boat

Canoes 126 total  
1 person boat average  
15.75 average days per boat use

#### Percent change fall vs spring

Power 15% drop in spring - probably due to ski class held in fall.

Sail 71.3% increase - probably due to interest and RPE sailing class held in the spring.

The above totals are for recreational use. Other demands include Summer Camp, Biology, Physical Education and club sport use.

#### D. Athletic Affairs

##### 1. General

The Citadel participated in 11 intercollegiate sports during 1983-84. Over 700 students took part in the athletic program either as squad members, managers, trainers, or student coaches. Seven of our 11 teams had breakeven or winning averages. Our teams improved in at least two important areas in 1983-84:

Commissioner's Cup competition (accumulative won/loss records in all sports: In 1983-84, The Citadel moved up from a 7th place finish in 1982-83 to a 5th place finish in conference standings.

McAlister Sportsmanship Award: For the second consecutive year, The Citadel finished 1st in the conference voting for this award. This indicates the added effort our coaches and teams put forth, and is a compliment to our Corps of Cadets and fans.

Highlights of the year included some outstanding performances by several of our teams. The Rifle Team won the Mardi Gras Invitational in New Orleans over 40 other teams, and finished second in the Southern Conference championship matches. Our Baseball Team, the defending 1982 champions, were again in contention and moved into the playoffs, going up to the final game before losing. The second place finish means that we should be strong contenders for 1985. Soccer finished in second place in the South Division of the league, and indicates another of our strong teams for 1984-85.



A summary of the 1983-84 sports records and honors can be found at the end of this section.

## 2. Personnel

The only major changes in personnel took place during the spring. When 3 of our football coaches left the staff for positions at other schools. The following new coaches joined our staff: Dan Smith replaced Jerry Beach as defensive coordinator, Steve Loney replaced Steve Shankweiler as offensive line coach, and Will Holthouser replaced Cal McCombs.

Members of The Citadel athletic staff again represented the school well on conference and regional committees. The list below indicates the scope of responsible positions:

Andy Clawson -Member of the Board of the National Trainers' Association.  
Chal Port -NCAA coaches All-American Selection Committee.  
Eddie Teague -Chairman, South Region, I-AA Football Committee.  
Les Robinson -Chairman, Basketball Coaches Committee, Southern Conference.  
Bill Barfield-Chairman, Soccer Coaches Committee, State Coach for  
Pre-Olympic Team (Select Team).  
Buck Stackhouse-Chairman, Rifle Committee.

## 3. Facilities

Our facilities continue to be upgraded in all areas. The Citadel received not only regional, but national acclaim for hosting the I-AA National Championship game in Johnson Hagood stadium. The two final teams used the modern facilities in Seignious Hall, and all were impressed with the available facilities. In addition, The Citadel hosted the Southern Conference Rifle matches in the new range area, and all schools were very pleased with the excellent area.

Each year, we are improving our maintenance of the team dressing facilities, and the field at the stadium, WLI, and College Park.

## 4. Athletic Program Funding

Another mid-year coaching change had some effect on the operational budget. We had to provide additional recruiting funds for the new coaches and in effect almost doubled our recruiting costs. Our income was increased by the two TV appearances in 1983. These funds made it possible to meet most of the operating expenses.

Ticket sales increased slightly over the past year in football, and because of a greatly improved basketball record should increase ticket sales in basketball for 1984-85.

The Brigadier Club is raising more money each year, but because of increased costs of operation, and the fact that we are retaining more of our grant-in-aid athletes, we were not able to meet all costs for the athletic grant program from Brigadier Club income. Steps have been completed to remedy this situation for the coming years.



In general, the funding of the athletic program came close to the budget standings of the Southern Conference schools and, with increased promotion and ticket sales, The Citadel can move up to be more competitive in programs, personnel, and facilities in future years.

#### 5. Plans and Recommendations for 1984-85

The goals for the athletic program remain basically the same for the coming year because, if met, it will mean that we are fulfilling the mission of the athletic program at The Citadel, as well as the goals of the school.

a. The primary goal is to develop a program that will enable us to reach one of the top three places in the Commissioner's Cup competition on

a reasonably regular basis. We should strive to improve our competition in the conference so that we can expect each team to compete for the title in its respective sport.

b. Another high priority goal is to increase the effectiveness of all promotional activities for our income producing sports. These efforts include, but are not limited to: more saturation advertising (electronic and print media), better individual game promotions, improved halftime activities and increased ticket sales.

c. We intend to continue to improve the corps/athletic relationship. This area has improved as evidenced by the fact that The Citadel won the McAlister Sportsmanship trophy for the second straight year -- an award which reflects the student body's attitude toward our opponents.

d. We want to increase pride in all our facilities because of the good effect on the performances of our teams. The continual upgrading of our facilities is important, and we will stress to our coaches and teams the need for day-to-day care of all athletic facilities.

e. Athletic Records for 1983-84 are as follows:

#### THE CITADEL 1983-84 SPORTS RECORDS

SPORT	W	L	CONFERENCE FINISH
Football	3	8	Tie for 7th
Basketball	14	14	Tie for 4th
Soccer	9	5	2nd-South Division
Cross Country	7	2	5th
Wrestling	7	5	Tie for 4th
Rifle	9	7	2nd
Indoor Track	0	0	6th
Tennis	7	21	7th
Golf	3	1	4th
Outdoor Track	0	1	5th
Baseball	26	21	2nd-SoCon Tournament



NOTE: Rifle won the Mardi Gras Invitational in New Orleans over 40 other schools

HONORS	All-Conference, etc.
FOOTBALL	Bill West, First Team All-SoCon, First Team All-South Carolina, All-Academic SoCon Team, Honorable Mention AP All-American. NCAA Post-Grad. Rich Sniscak, Honorable Mention All-SoCon, Honorable Mention, All-South Carolina George Milton, Honorable Mention All-SoCon David Lambert, All-Academic SoCon Team David Garner, Honorable Mention All SoCon
BASKETBALL	Regan Truesdale, SoCon Player of the Year, First Team All-SoCon, District 3B United States Basketball Writers Association Team, Post-Courier College Player of the Year
SOCCER	Rusty Borden, First Team All-SoCon South Division, All-South Soccer Team Roger Wilson, First Team All-SoCon South Division Tom Shearer, First Team All-SoCon South Division Jamie Shoemaker, First Team All-SoCon South Division Tom Wells, Honorable Mention All-SoCon South Division
WRESTLING	Robert Wyndham, 177 lb. SoCon Champion, Competed in NCAA Championships
RIFLE	Paul Davis, All-SoCon, All-Western Carolina Conference Rodney West, All-SoCon, All-Western Carolina Conference Mike Donovan, All-Western Carolina Conference Terry Smith, All-Western Carolina Conference Chuck Stokes, All-Western Carolina Conference Dale Hall, All-Western Carolina Conference Kevin Clark, All-Western Carolina Conference
INDOOR TRACK	Pat Twomey, All-SoCon
TENNIS	Blake Harmon, Marion S. Lewis Award
GOLF	Mark Stephens, All-SoCon, Medalist in The Citadel Invitational Jeff Ayers, All-SoCon
OUTDOOR TRACK	Curtis Hardy, All-SoCon (Two events) John Wilson, All-SoCon, Winner of SoCon javelin Pat Twomey, All-SoCon Casey Blake, All-SoCon
BASEBALL	Timmy Jones, All-SoCon First Team Lee Glaze, All-SoCon First Team, All SC Coaches Team David Mills, CoSIDA University Division Academic All-America 2nd Team



## E. Personnel Services

During Fiscal Year 1983-84, the Personnel Department continued to provide all aspects of personnel administration and management. Following are significant accomplishments:

**Salary Adjustments.** The FY 1983-84 General Appropriations Act provided for compensation increases for classified and unclassified employees. The increase for classified employees was effected at a 5% level. The increase for unclassified personnel was based on an average annual 5% increase, which was distributed among unclassified personnel without uniformity, not to exceed 9%. The merit increment program was discontinued for FY 1983-84 but longevity increases were continued at a 5% level. In addition, promotion increases were authorized on a level between 0-10% for reclassifications and promotions.

**Insurance Programs.** The carrier for health insurance coverage continued to be Blue Cross/Blue Shield, and the carrier for long-term disability continued to be Liberty Life. There was no increase in premiums for these two programs. The carrier for the optional life program continued to be Metropolitan Life Insurance Company, with coverage being increased up to a possible \$60,000.

**Employee Performance Management System (EPMS).** The new Employee Performance Management System (EPMS program) effected in FY 1982-83 continues to be of concern to agency and institution personnel directors primarily because of its being extremely administrative and burdensome to manage. Efforts are being made with the State Personnel Division to take positive actions to effect changes in the program which, hopefully, will materialize during FY 1984-85.

**Occupational Class Studies.** Both the results of the clerical study and the trades study were effected during FY 1983-84, involving 74 clerical employees and 56 employees in the trades classifications. These major class studies were effected in addition to the results of the finance and accounting study, personnel, and data processing classifications.

**Personnel Reports.** Quarterly reports as required by the Fiscal Accountability Act were prepared and submitted to the Legislative Audit Council. In addition, semiannual reports were submitted to the State Human Affairs Commission, Commission on Higher Education and the Department of Education.

**Retirement Counseling.** Retirement counseling was arranged and conducted for 16 faculty and staff members in November 1983. Sixteen members of the faculty and staff retired during Fiscal Year 1983-84.

**Employee Recognitions.** State service pins/certificates were presented in January 1984 to 18 members of the faculty and staff. In addition, The Citadel Certificate of Appreciation was presented to 16 members of the faculty and staff who retired. A Retiree Update Seminar was held for all retired members of the faculty and staff. Better than 60 retirees participated in this seminar.



Youth Work Experience Programs. The Citadel continues to participate in youth federal work experience programs. Due to a change in the law this year, there was no in-school program. However, The Citadel will participate in the summer program. At present we anticipate having 21 students employed through the Trident Work Experience Program this summer.

In-Service Training and Career Development. Several training and career development opportunities were planned and offered to employees during the year, i.e., Employee Orientation Program, Employee Performance Management System, Supervisor Development Training, Employee Relations Seminar, Pre-Retirement Education, and Defensive Driver Training. In addition, The Citadel was represented at the South Carolina Training Conference, the annual conference of the Southern Regional International Personnel Management Association, and the Conference for the American Association for Affirmative Action.

Affirmative Action/Desegregation. The Affirmative Action Officer and the Coordinator continue to play vital roles in Affirmative Action activities and serve as resources to the faculty and staff in carrying out The Citadel's commitment. Numerous activities were conducted such as: hosting the South Carolina High School Counselor's Conference and visitors from the Office of Civil Rights, and attendance at two major national conferences, to name a few.

Statistical Summary of Personnel Actions. The following statistical data summarizes personnel actions during Fiscal Year 1983-84:

<u>Action</u>	<u>Classified</u>	<u>Unclassified</u>	<u>Total</u>
Merits	262	122	384
Longevity	17		17
Reallocations	6		6
Reclassifications	175		175
Promotions	18	6	24
Transfers	5		5
New Hires	74	16	90
Terminations	36	10	46
Retirements	10	6	16

Total Employees. Total employees serviced includes 551 permanent employees, 125 temporary employees, 281 student employees, and 21 Trident Work Experience participants. In addition to the above personnel actions, there were also 290 tax, credit union, retirement, and insurance changes processed.

#### F. Administrative Services

The Administrative Services Unit continues to provide administrative support to all department/activities. Following are significant highlights of administrative support activities for FY 1983-84:



Word Processing. Word Processing continues to provide services in the preparation of manuscripts for faculty, assorted reports, orders, memoranda, letters, mailing list, manuals and like documents. This year more than 360 work orders have been processed, ranging in size from 1-500 pages.

Faculty and Staff Quarters. As an ongoing process, records of assignments and terminations, various rosters and reports are maintained as required.

Xerox/Telecommunications. Maintained and supplied various copying machines throughout campus. Presently there are seven copiers strategically located to serve students, faculty and staff. We are continuing our efforts to upgrade the telephone service on campus; beginning in June 1984, all new installations are being analyzed for maximum efficiency, and if appropriate, Touch Tone service will be installed.

Publications. This year 83 bulletins, 44 general orders, and 20 memoranda were published. In addition, The Citadel Telephone Directory was published and updated information for the State of South Carolina Telephone Directory and Southern Bell Telephone Directory was provided.

Miscellaneous. The Bond Hall Mail Distribution Center was relocated

#### G. Records Management Services

Records/Central Files continue to provide services in all aspects relative to microfilming, central files and the Records Center. Following are major accomplishments and statistical data for FY 1983-84:

Retention Schedules. South Carolina Department of Archives and History and State Budget and Control Board have approved and returned twenty-eight (28) retention schedules.

Faculty and Staff Employee Files. Processed, merged and filed 812 terminated faculty and staff employee files for Personnel, Payroll, and individual departments for 1982.

Student Financial Files. Merged 495 NDSL student files in the Records Center for the Treasurer's Office.

Confidential Files. All Confidential Student Files and recording tapes from the President's Office and Registrar's Office have been processed and indexed from 1931-1982.

#### Microfilming:

Total number documents microfilmed.....	32,370
Total rolls filmed/duplicated.....	34
Records processed, microfilmed, indexed and filed:	
General Orders, Memorandums, Special Orders,	
Confidential Orders, and Bulletins.....	
July 1981-Dec. 1982	
(Orders are now microfilmed by calendar year)	



#### Student 201 Files:

Graduates 1983 .....434 Graduates and 1 Professional Degree  
Non-Graduates 1982-83.....204

#### Permanent Records (Transcripts):

Graduates 1983 .....434 Graduates and 1 Professional Degree  
Non-Graduates 1982-83.....204  
MAT, MBA, Evening College..... Summer 1983 - Spring 1984

BK Book (Cadets): .....1983

#### Records Center:

Records placed in Records Center.....193 cubic feet  
Request for records from Records Center.....767  
Records shredded.....47 bags  
Records destroyed.....3680 lbs.

#### H. Necrology

Mr. R. Hugh Daniel	27 October 1983	Citadel, 1929
General Mark W. Clark	17 April 1984	USA Retired, President Emeritus
Mr. Joseph E. Colbert	26 December 1983	Building Supervisor, Mark Clark Hall

#### I. Student Activities

The Director of Student Activities administered 26 separate budgets while directing a program aimed at providing opportunities for participation in a well-rounded offering of social, recreational and club activities, as well as opportunities to serve on the staff of a variety of student publications. The department was also responsible for the operation and maintenance of Mark Clark Hall and the guest room area. A proposal was submitted for the establishment of a new position to be entitled Assistant Director of Student Activities. This proposal was one of four approved state-wide for funding with desegregation funds and will be filled effective 1 July 1984.

##### 1. Social Activities

The Social Director (Hostess) served the College and Corps of Cadets in a variety of ways too numerous to mention. In addition to being the planner and coordinator for a myriad of cadet social and recreational activities, she served as a mother away from home, counselor and problem solver to many cadets. The Social Director served as advisor to the Social Committee, Standing Hop Committee, Orphanage Fund Committee, Miss Citadel Committee, Cadet Talent Show Committee, and Citadel Cheerleaders. She also served as a member of the Campus Life Activities Committee and provided support to the Drama Club.

During the summer months, the Social Director was involved in support of summer camp activities, planning for the college year, and repair and



renovation of Mark Clark Hall facilities. The college year began with orientations and receptions for incoming freshmen and their parents. Throughout the year, the Social Director provided the students with a wide range of activities which included three formal dances, several informal dances, Beach Club cookouts, video movies, dance classes, and games tournaments. The Social Director, also, assisted cadets with travel arrangements, accommodations for guests, and ordering flowers.

## 2. Student Publications

The Brigadier, official newspaper of The Citadel, was able to publish its 20 issues once again using a budget of \$29,344 derived solely from subscriptions, ad sales, and \$2,380 in interest from the Jeremiah Milbank Fund. For the first time ever, small stipends were paid to the Editor-in-Chief (\$200) and Executive Editor (\$150).

The 1984 Sphinx, the college yearbook, took on a new look this year as the cadet staff made sweeping changes in the format of the book. The yearbook was well received by the Corps of Cadets and drew praise from the yearbook publisher. Josten's American Yearbook Company won the bid for printing the yearbook and was awarded a three year contract.

The college literary magazine, The Shako, was published twice during the school year. The Guidon, a freshman indoctrination booklet, was updated by the cadet staff and republished for the 1984-85 college year.

## 3. Post Office

The Citadel Post Office window area remodeling has been completed. An additional 162 post office boxes have been installed, thereby providing availability of a post office box for all campus residents. The Citadel Post Office metered \$60,237.00 of official mail and processed \$11,890 of third class bulk mail during FY 1983-84. This indicates that official metered mail volume was approximately the same as FY 1982-83; however, use of the less expensive third class bulk rate increased by 44%.

## 4. Beach Club

The popularity of The Citadel Beach Club continues to increase each year. A total of 33,815 people used the Beach Club during FY 1983-84, compared to 24,600 during FY 1982-83. While the Beach Club is primarily for cadets, faculty and staff use, it is occasionally rented to groups representing a cross-section of the community when it does not interfere with student use.

## 5. Chorale

The Citadel Chorale, 38 voices strong, put on 11 performances in and around the Charleston area. Several more performances took place in the Atlanta area on the Chorale's spring trip which took place during the period 2-7 March 1984. A very popular group from within the Chorale is the "Original 13", a group of 13 of the top vocalists who are more in demand for smaller functions where space is a consideration. The 1983-1984 college year



was the final year for LTC Mays who retired on 30 June 1984. Mr. Gregory Jones will serve as the new director.

#### 6. Debate Team

The Citadel Debate Team participated in 7 debate tournaments and hosted the 16th annual Citadel Invitational Debate Tournament at The Citadel during the period 24-25 February 1984. Seventeen colleges and universities from eleven different states participated in the tournament. The tournament continues to be one of the more prestigious debate tournaments in the South.

#### 7. Fine Arts Series

The Citadel Fine Arts Committee, under the direction of LTC Holbein, put together another fine selection of fine arts performances. The 1983-84 program is listed below:

13 September 1983 - Othello, by the N.C. Shakespeare Festival players

9 November 1983 - Heidi Lehwalder, harpist, and Carol Wincenc, flutist

3 March 1984 - Newport Jazz Festival Allstars

9 April 1984 - Janina Fialkowska, pianist

#### 8. Special Activities

The Citadel Talent Show took place on Thursday, 15 March 1984. Once again it was attended by well over 2000 people. Those working on the production continue to become more professional in their staging each year.

The Corps of Cadets continued to support the Red Cross Blood Drive program in a splendid manner. A total of 1740 pints of blood were donated by the Corps and others in response to an appeal from local hospitals.

The Campus Family Life Activities Program has proven to be very popular since its inception during the 1982-83 college year. Instruction has been offered in sailing and tennis, as well as gymnastics for children and an exercise class for women. The Labor Day picnic was well attended and the pig roast and dance was a resounding success. Also well attended were the Halloween and Easter parties for the children. For the athletically inclined, golf and tennis tournaments were offered.

The campus Alcohol and Drug Abuse Program appeared to be making progress in the education and prevention areas. Students are beginning to exhibit a greater knowledge of the harmful effects of abuse and have shown more concern for getting counseling for their classmates or friends who display addictive behavior. This observation is borne out by the increased number of peer and self-referrals for counseling.



## J. Security

### 1. Law Enforcement Programs

Crime on The Citadel Campus remained low in terms of number of incidents. Thefts of bicycles, once a major problem, has now been practically eliminated with only 4 bicycles being stolen in 1983-84. Barracks thefts continued to decline. A total of 11 incidents reports in 1983-84 as compared to 17 in 1982-83. Almost all cases involved unsecured items left on top of furniture or in pants pockets. The Department of Public Safety, in coordination with local retailers and The Citadel Treasurer, was able to resolve over 30 bad checks cases in 1983-84.

### 2. Public Service

Eight of the Public Safety Officers have completed "First Responder" training with the Charleston County EMS. This 80-hour course focuses on the actions required at an accident scene to sustain life until the EMS unit arrives. The Citadel is included in the "911" Emergency Response System. The Department of Public Safety has distributed telephone cards to assist campus residents, faculty, staff and students in reporting emergencies. The Department of Public Safety, through the efforts of Corporal Cathy Bowers, initiated the fingerprinting of children at two local grade schools. The Director of Public Safety, Colonel Stackhouse, was certified as a South Carolina Police Firearms Instructor in the fall of 1983. In addition to assisting in the certification of South Carolina Law Enforcement officials in firearms proficiency, he also teaches Budgeting and Police Personnel Management in the Sheriff and Chief of Police course given at the South Carolina Criminal Justice Academy.

### 3. Traffic Management and Parking

A complete realignment and remarking of all cadets, faculty and staff, and visitor parking lots enabled us to accommodate more parking on campus with less effort than ever before.

We extended our traffic flow plan well beyond the campus during special oncampus events in the spring of 1984. This enabled us to expedite parking on campus. During our largest graduation ever, we had no significant delays in parking our visitors. Through coordination with the Commandant's Department, the Department of Public Safety initiated tight vehicle and personnel identification and entry controls. This program significantly reduced the number of unauthorized visitors in the barracks area during E.S.P. thus enhancing the evening academic activities of the Corps. At our request, new signs were installed on Highway 17 to direct visitors to the campus and stadium. Additional signs were procured and erected to include a handsome stone monument. These signs identify the college and provide information to visitors.

### 4. Personnel Management

The Department was realigned to improve career advancement, professional development and supervision. A promotion board under the chairmanship of Charleston County Sheriff Chuck Dawley was appointed and



considered all qualified members of the Department. The following officers were promoted:

Officer Carl Long	to	Sergeant
Officer Cathy Bowers	to	Corporal
Officer David Dale	to	Corporal
Officer Frank Nigro	to	Corporal

A comprehensive Physical Fitness and Weight Control program was implemented under the supervision of the Physical Education Department for all officers. Physical examinations were administered as part of this program. The program is ongoing and is expected to result in better fitness, appearance and generally improved health for all participants.

Two officers left the department for better paying jobs in law enforcement. Officer Willie Robinson transferred to the Charleston County Police Department after serving The Citadel for three years. Corporal David Dale returned to his hometown of Columbia, SC to a position with SLED in the Agriculture Department. He was with us for four years.

#### 5. Administration

The department instituted a new comprehensive filing system. This system will improve statistical collection of facts and provide faster retrieval of needed documents and case files. The office was further professionalized by a modern replacement for our outmoded base radio station. Additionally new and safer revolvers were purchased for all personnel still issued the two-inch barrel pistols. A mobile/portable telephone was purchased to give officers greater flexibility. The third professional small engine police car and associated equipment was obtained.

#### K. Religious Activities

The 1983-84 school year was a year of transition. Chaplain Gordon E. Garthe, a recent retiree from Navy chaplaincy, was hired as Chaplain to the Corps of Cadets and Director of Chaplaincy Activities, replacing Interim Chaplain Rocky Hendrix who remains the Lutheran Campus Minister. Father Gabriel J. Smith replaced Father Joseph R. Roth at Christ the Divine Teacher Roman Catholic Parish. The Reverend Ladson F. Mills III replaced the Reverend C. Alex Barron in the St. Alban's Episcopal Chapel. Dr. David W. Cuttino was hired as Minister of Music for the Protestant congregation on campus.

A new para-church ministry was initiated at The Citadel. Campus Crusade for Christ under Mr. Terry Whitely meets weekly, and they participated in a national rally, KC-83, in Kansas City during Christmas furlough.

The campus returned to a major single council concept, as was true seven years ago, by disbanding the Protestant Council in May. The major council is The Citadel Religious Council, with the Regimental Religious Officer as its President by virtue of his office. The new membership of the Religious



Council met to plan a spiritual/planning retreat to start off the 1984-85 school year.

The major worship events of the year on campus were: Gathering '83, Fourth Class Sundays (2), Parents' Sunday, Homecoming Sunday, Thursday noon devotionals, Christmas Candlelight Services (2), Good Friday, Easter Sunrise Worship, Corps Day, General Mark Clark's funeral and Baccalaureate. The Thursday devotionals remain very popular with the Corps and the attendance holds at between two and three hundred. The Christmas services told the Christ birth story as seen in scripture, song, instrumentals and the prose of Martin Luther as the world celebrated the 500th year of Luther's birth.

The Easter Sunrise Service was a first; it was conducted on the parade ground in the bleachers. Carrillon music was coordinated by radio. The Catholic Chaplain and the Chaplain to the Corps both participated. Corps Day worship was also ecumenical as all three on-campus parishes were represented by participating clergy. Baccalaureate heard the Reverend Ladson F. Mills II preach as a Citadel graduate. And the attention of the entire nation centered on The Citadel as we were saddened by the death of General Clark, USA. In the absence of the Reverend Doctor Billy Graham (who sent a homily to be read), Chaplain Sidney R. Crumpton, assisted by Chaplain Garthe, conducted a memorial service for the General which was attended by the Corps of Cadets on the evening of 18 April and the funeral at 12 noon on 19 April. General Clark's body was laid to rest adjacent to the chapel by the bell tower.

During the year Summerall Chapel hosted: 70 weddings, 6 baptisms, 3 memorial services (Lebanon and Granada casualties and General Clark), 1 funeral, the Middleton Singers, MUSC School of Medicine's Oath Ceremony, Palmetto Boys State, 2 sessions of Summer Camp for Boys, the graduation exercise for Rutledge College and a concert by the Royal School of Church Music.

The Chaplain to the Corps visited cadets door-to-door in each barracks, cadets in the Infirmary daily and cadets and staff in local hospitals as admitted and students in military training at Fort Bragg, Quantico and Jacksonville. He also worshipped in the churches of every campus minister and entertained them and cadet religious groups in his home. Campus ministry meetings were held twice monthly, and Holy Communion was offered on the first Sunday of every month.

Campus ministers were scheduled to preach monthly in Summerall Chapel at the Protestant services and cooperated to initiate a monthly evening service of worship prior to their third Monday evening meeting. Cadets were given the major responsibility of these services and did an outstanding job although attendance was sparse. Denominational groups had their own retreats, and the Fellowship of Christian Athletes sponsored a speaking engagement at The Citadel by Bobby Richardson. Both this event and the visit of Josh McDowell of the College of Charleston, co-sponsored by The Citadel and College of Charleston Campus Crusade for Christ, were extremely well attended.

The Alpha Omega Society was active with ten members. They met monthly and went on a field trip to Mepkin Abbey.



The Protestant Choir sang in several local churches and enjoyed the hospitality of dinners in those churches, also in the homes of Chaplain Garthe and Mr. David Redd (organist). The joint presentation of choirs at Christmas went very well under the joint direction of LTC Earl Mays and Dr. Cuttino and was performed on consecutive evenings to a packed chapel. The Protestant Choir ended the year with the strongest vocal group that Summerall Chapel has enjoyed for many years.

As a lasting memento, the Class of 1984 was presented with Citadel seal embossed, personalized, leather cover and leather lined editions of the Holy Bible. These were given by the Reverend Mr. Jerry Falwell, and the Chaplain to the Corps hopes to locate a donor to provide similarly for years to come.

Considering that there were so many transitions and the fact that the new Chaplain to the Corps had to learn what The Citadel is all about, 1983-84 was a very good year indeed.

#### L. Auxiliary Activities

##### 1. ARA Services, Inc.

As previously mentioned, ARA Services, Inc. was awarded the contract for food services at The Citadel for the next three years with a renewal for the following two years. ARA has completed 17 years of service as the contract food service activity on the campus. The food service to cadets and others has been outstanding and a tribute to this company and its food service manager, Mr. Elton Coleman.

##### 2. Cadet Store

The Cadet Store has continued to operate satisfactorily during SY 1983-84. Used textbooks were ordered for the fall semester from wholesalers for the first time. We have also increased the number and titles of textbooks purchased back from our students. This has created a very good savings to the students. We will increase our wholesale and student buy list even more for fall semester SY 1984-85. Point of sale cash registers have been purchased for the new Cadet Store. The registers will have price look-up capability and will provide a complete inventory control system.

##### 3. Laundry

The Laundry continued to operate effectively and efficiently. 685,039 pounds of laundry were processed, consisting of 64,434 cadet bundles. Over the counter sales have increased over 200% from FY 1982-83. Mrs. Dorothy B. Caton, Laundry Supervisor I, retired on 30 June 1984. Building rehabilitation consisted of two old lint bins for dryer exhaust being replaced with a new larger one by Newton Builders. All windows were closed on the west side of the building to act as a firebreak between the laundry and the dry cleaning plant, a doorway was constructed between the two facilities, all windows on east and south areas are being replaced with reflective glass to blend in with the new Cadet Services Building, cracks were repaired on all walls, and the exterior of the building was painted to match the Cadet Services Building.



A Triple Buck Shirt Unit was purchased at a cost of \$24,134, replacing a 20-year old shirt unit. Production capacity increased from 75 per hour (old shirt unit) to 200 per hour (new unit). Repairs to the 400 pound dryer are becoming more frequent. This unit was purchased in December 1967. A new 400 pound dryer, to supplement current unit costs \$36,000 to \$40,000, needs to be purchased.

#### 4. Print Shop

Although this has been a year of cutbacks, changes, consolidation, and growth for The Citadel Print Shop, the year was finished with the largest production and revenues to date. The assumption of printing for the College of Charleston Print Shop brought into the shop a large new source of printing and revenue. To do this increased volume, productivity had to be speeded by adding two new pieces of equipment and two people. An automated quick-printing system, and a more sophisticated piece of typesetting equipment were also purchased.

#### 5. Infirmary

The general health of the Corps of Cadets during the School Year 1983-84 has been excellent, except for a one month period of influenza shortly after the Christmas Break. There were no deaths among the Corp of Cadets. There was one serious injury, an automobile accident, requiring resignation from the Corps. There was one serious case of Meningococcus Menigitis, treated with complete recovery. There have been no personnel changes at the Infirmary.

The difficulties with the x-ray processor experienced last year were resolved and the equipment was placed on a maintenance contract. The Infirmary building is in good physical repair, with the exception of some interior paint scaling, which will be resolved during the summer.

We are finalizing a report to the administration which will hopefully improve and make more finite the minimal physical standards for admission to The Citadel. This has been under study the past year.

There were 13,678 outpatient visits during the past year. There were 775 admissions to the Infirmary during this period of time. There were 465 laboratory procedures and 305 x-rays taken during the school year.

White Blood Counts and Hemaglobin . . . . .	275
Throat Cultures . . . . .	61
Urinalysis . . . . .	66
Mono Test . . . . .	9

The following Infirmary Census and Sick Call Report is from 13 August 1983 to 11 May 1984:



Number of cadets reporting to sick call . . . . .	680
Number of cadets reporting after sick call. . . . .	6,597
Total outpatient treatments . . . . .	11,277
Total Infirmary admission . . . . .	607
X-Rays taken. . . . .	305

#### Conditions or Diagnoses Requiring Hospitalization, SY 1983-84

##### I. Medical Diagnoses:

Upper Respiratory Infections. . . . .	302
Asthma. . . . .	1
Tonsillitis . . . . .	24
Hematuria . . . . .	5
Cellulitis. . . . .	19
Pneumonia . . . . .	2
Mononucleosis . . . . .	6
Diarrhea. . . . .	86
Mumps . . . . .	1
Ulcer . . . . .	1
Sinusitis . . . . .	4
Bronchitis. . . . .	1
Ear Infection . . . . .	5
Crohn's Disease . . . . .	1
Heat Exhaustion . . . . .	3
Chicken Pox . . . . .	1
Auto Accident . . . . .	5
Epididymitis. . . . .	1
Abcess (eye). . . . .	1
Exhaustion. . . . .	3
Kidney Stone. . . . .	4
Contused Kidney . . . . .	1
Hemorrhoid. . . . .	1
Conjunctivitis. . . . .	2

##### II. Surgical Conditions and Procedures:

Appendectomy. . . . .	4
Knee Surgery. . . . .	11
Lymph Node Incision . . . . .	1
Lacerations . . . . .	3
Pilonidal Cyst. . . . .	4
Ear Surgery . . . . .	1
Hernia. . . . .	5
Open Reduction of Finger. . . . .	1
Excision of Ulcer (buttocks). . . . .	1
Hematoma of Scrotum . . . . .	1
Sebaceous Cyst. . . . .	1

##### III. Dental Conditions:

Wisdom Teeth Extractions. . . . .	12
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#### IV. Orthopedic Injuries and Conditions:

Arthroscopy . . . . .	14
Sprained Ankles . . . . .	22
Leg Injuries . . . . .	3
Knee Injuries . . . . .	25
Dislocated Elbow . . . . .	1
Dislocated Thumb . . . . .	1
Fractured Jaw . . . . .	1
Fractured Nose . . . . .	6
Fractured Clavicle . . . . .	2
Fractured Wrist . . . . .	1
Injured Shoulder . . . . .	4
Herniated Intervertebral Disc . . . . .	1
Dislocated Ankle . . . . .	1
Rib Injury . . . . .	2
Back Injuries . . . . .	11
Wrist Injury . . . . .	2
Fractured Arm . . . . .	1
Fractured Ulna . . . . .	1
Fractured Radius . . . . .	1
Fractured Fibula . . . . .	1
Head Injury . . . . .	3
Neck Spasms . . . . .	2
Dislocated Hip . . . . .	1
Hip and Leg Injury . . . . .	1

#### V. Miscellaneous:

Burns . . . . .	1
Diabetes . . . . .	1
Eye Injuries . . . . .	3
Poison Ivy . . . . .	1
Meningitis . . . . .	1
Vestibulitis (Vertigo) . . . . .	1

#### 6. Tailor Shop/Dry Cleaning

The Tailor Shop/Dry Cleaning Department continued to operate satisfactorily with delivery and fitting of all wool and white uniforms being done in a timely manner. Some 7500 wool uniforms were received from the Cadet Corps for summer storage. The Dry Cleaning Department will be consolidated with the Laundry Department effective School Year 1984-85.

#### M. Summer Camp for Boys

The Citadel Summer Camp for Boys entered its 28th year of programming, continuing its activities under the leadership of LTC John P. Smyth (Director), and CPT Samuel G. Evans III (Deputy Director).

The camp enrollment for 1984 was a total of 453 boys for both sessions. The camp employed over fifty counselors and junior counselors for the summer and helped provide year-round employment for the Infirmary, the dining hall, and other campus personnel. The camp contributed financially to the cadet



Canteen through uniform sales and camper spending accounts, to the Yacht Club and Physical Education Department through equipment purchases and to the President's Discretionary Fund.

The camp has begun a Trust Account for emergency reserve use and is currently realigning budgetary procedures to facilitate financial planning.

The camp received a memorial fund from the friends of the Frank Blair and Tom Blair families in the name of Tom Blair. The fund will be used to recognize and encourage Camp Junior Counselors, a position previously held by Tommy Blair, Jr., Junior Counselor. Johnny Farr received the first award in 1983.

Future plans for the camp include the intention to incorporate the computer in scheduling and budgeting. Dates for the 1985 camp are 16 June-6 July and 14 July-3 August.

#### N. Canteen Activities

Canteen Activities continued to provide needed gift items, health and welfare items and recreational activities for students. New equipment was purchased to upgrade or replace old equipment to include two new dollar bill changers, two new snack machines, one new coffee vending machine and a new dishwasher for the fountain area. Increased sales promotions have been effective by providing discounts, theme sales and bargain table items.

A hair vacuum system was installed in the Barber Shop, however, a more efficient system to remove hair from patrons will be installed next school year. Barbers were placed under contract and on state payroll to comply with state requirements.



### III. FINANCIAL MANAGEMENT

#### A. General

Fiscal Year 1983-84 was significant in that it was the first year of the last three in which there was no reduction in State appropriations. This stability in funding permitted all college departments and activities to most efficiently manage their own budgets in order to best achieve the goals and objectives previously established. Although there were no reductions in State funding, many of the operating economy measures implemented during the previous two fiscal years were continued so that available funds could be targeted at highest priority areas of need.

A second very significant factor in the financial management improvements during Fiscal Year 1983-84 was the increase in college revenues generated by the revised fee structure approved by The Citadel Board of Visitors. Based upon the recommendations contained in a most comprehensive fee study developed by the Management Studies and Analysis Office, fees for incoming freshmen were increased by 23 percent for in-state students and 27 percent for out-of-state students. Corresponding increases for upperclass students averaged approximately 20 percent for in-state students and almost 26 percent for out-of-state students. These fee increases, accompanied by a complete re-evaluation of the distribution of fees among major program areas, permitted the president to provide increased funding support to areas which had been generally under-funded during the three previous fiscal years.

During 1983-84, The Citadel's financial records were again audited by a team of auditors assigned from the State Auditor's Office. The audit team arrived in April and worked at The Citadel during the remaining months of the fiscal year and on into July. This audit covered Fiscal Year 1982-83 which ended on 30 June 1983. As of the preparation of this report, the final results of the audit are not available.

Several personnel actions of consequence took place during the fiscal year. Captain John Hosey was employed as Director of Procurement Services. Captain Hosey was previously employed in the Materials Management and Procurement areas at the Medical University of South Carolina. Ms. Pam Carlson was employed to fill the newly established position of senior accountant. Ms. Carlson, a CPA, was previously employed by the firm of Coopers & Lybrand, CPA in Birmingham, Alabama. The establishment of the senior accountant position will permit a restructuring of the Controller's Office in order to reduce the number of personnel who report directly to the controller. Mr. Gordon Knight was employed to fill the internal auditor position. Although Mr. Knight reports directly to the president, he works very closely with all financial management areas. Mr. Knight, a CPA, was previously employed by the firm of William W. Brown and Company in Greenville, South Carolina. During the year, The Citadel's Vice President for Administration and Vice President for Financial Management enrolled in The College Business Management Institute series at the University of Kentucky. The institute, which is sponsored by the Southern Association of College and University Business Officers, consists of one week sessions over three summers and provides a high level of professional orientation, education, and development for key personnel involved in college administration.



## B. Financial Review of Operations for Fiscal Year 1983-84

The Citadel's Fiscal Year 1983-84 State appropriations, exclusive of general salary increases of five percent, increased by over \$300,000. This increase, coupled with increased revenue generated by the student fee revisions cited earlier, permitted the college to accomplish several long delayed but critical enhancement actions. First, over \$115,000 was used to match a gift from The Citadel Development Foundation to purchase academic equipment. Over \$50,000 was used to provide for salary enhancements for faculty members in designated high technology areas and an additional \$35,000 was allocated to salary enhancements for other critical faculty areas. Over \$80,000 was distributed to The Citadel library, the academic computer center, and computer maintenance support. Another \$40,000 was used to enhance student activities, intramurals, and sports clubs programs. The remaining funds were generally allocated to areas which had been significantly underfunded during the previous two years. These included academic area travel and supplies, physical plant equipment and supplies, and staff equipment, travel, and supplies.

Included, as recommendations, in the comprehensive Student Fee Study approved by The Citadel Board of Visitors, were increases in specific Auxiliary Activities fees to provide for establishment of reserves for equipment replacement. As a result of this action, the Fiscal Year 1983-84 year end accounts will recognize an equipment replacement reserve for four activities: the Barracks, the dining facility, the Infirmary, and the Laundry. These newly established reserves will facilitate future equipment upgrade and replacement actions and reduce demands placed upon the general Auxiliary Activity Reserves for such purposes.

The president approved, and the Board of Visitors endorsed, the concept of selecting a professional consultant to work with the college in the development of a complete procurement package for an enhancement of The Citadel's Academic Computer Center and the Data Processing Center. The objective of this action is to purchase appropriate computer equipment and software systems to bring the college up to par with current state-of-the-art. Instead of the existing administrative support system which is batch mode and non-interactive, it is the intent of the college to acquire a system which will provide an on-line, interactive system and permit point-of-use entry and update. Although it is anticipated that the total time to completion of the consultant effort, equipment and software selection, installation, and training may exceed 18 months, it is significant that this comprehensive effort has been initiated.

In order to expedite the award of the contract for renovation of LeTellier Hall, The Citadel Board of Visitors, the Budget and Control Board, and the Joint Bond Review Committee approved the application of an additional \$368,000 of Citadel Institution Bond Debt Service surplus funds against the project bid price of \$1,368,000. This made a total of \$932,000 of Citadel funds and \$436,000 State Capital Improvement Funds applied against the project. In June 1984, the South Carolina Legislature approved a proviso in the 1984-85 Appropriation Act which reimbursed The Citadel Institution Bond Debt Service account for the \$368,000. With this action, the project costs will be distributed as follows:



The Citadel	\$ 564,000
The State	<u>804,000</u>
Total	\$1,368,000

Under the fund method of accounting for colleges and universities, each fund group includes revenues, expenditures, and fund balances and is established to record specific activities or to attain particular objectives. Some of these funds are available for general operations while others are restricted by special limitations or specific, designated applications. It should be noted that financial statements for colleges and universities differ from those of commercial entities which typically present an overall, consolidated financial position. By contrast college and university financial statements are presented in terms of separate fund groups and do not include a grand total of all operations.

The following statistical highlights, information, statements and schedules are intended to provide a better understanding of (1) the accounting policies and procedures used by The Citadel, (2) the composition of various funds which comprise the college's financial structure, and (3) the changes that have occurred in each of the major fund groups during the past fiscal year.

The Current Unrestricted Fund represents the unrestricted operating accounts of the college including not only those relating to its educational and general activities but also those used to record the transactions of the college's owned and operated auxiliary enterprises (i.e., Dining Hall, Infirmary, Laundry, Dry Cleaning, Tailor Shop, Cadet Store, Print Shop, Barracks (dormitories), Faculty and Staff Quarters and the independent operations of the Cadet Canteen and the Athletic Department). The assets of the Current Unrestricted Fund generally include cash, special deposits, receivables, inventories and prepaid expenses. Its liabilities generally consist of various payables, accrued liabilities, student deposits and other liabilities such as unclaimed wages.

Current Restricted Funds represent gifts, grants and contract funds received by the college, subject to restrictions of the grantors as to their expenditures in support of research, training programs, libraries, instruction, student services, scholarships/fellowships, and other sundry purposes.

Loan Funds principally represent funds which are limited by the terms of their donors to the purpose of making loans to students who might otherwise be unable to attend The Citadel. Often these funds are restricted to a specific type of loan. These funds covered here include The Citadel Development Foundation Loan Fund, National Direct Student Loan Fund, and the Stackhouse Trust Loan Fund. The Basic Educational Opportunity and Secondary Educational Opportunity Grants are covered under the Current Restricted Fund. Some donors specify that only the income from the original gift may be expended; in these instances, the principal of the original gift is recorded in an Endowment Fund, and only the investment income is recorded in a loan fund. During the past fiscal year, loans of \$118,230 were made from the Stackhouse, CDF and the NDSL Loan funds to 114 students. At 30 June 1984, outstanding student loans receivables aggregated \$651,523. Our NDSL default rate of 4.6 percent is below the national average.



Endowment and Similar Funds represent gifts, bequests, or other funds received which fall into one of two categories; (1) Permanent Endowment Funds for which the original donor has stipulated, as a condition of the gift, that the principal is to be maintained inviolate and in perpetuity and only the income resulting from the investment of the fund may be expended; (2) Quasi-endowment funds which are not restricted by donor limitations but which the Board of Visitors has determined are to be retained and invested until such time as they may authorize the expenditures of the principal of such funds. In both cases, the income earned on the investment of Endowment and Similar Funds is used in accordance with the required terms of the donor's original gift for specific purposes, such as student aid, scholarships and awards. Any increase or decrease in value is recognized upon disposition and no adjustment is made to carrying value prior to this time.

Plant Funds are divided into two groups: Retirement of Indebtedness and Investment in Plant. Retirement of Indebtedness funds are derived from the registration and tuition fees collected from the student for the specific purpose of debt service. Investment in Plant represents the aggregate of all land, buildings and capital equipment belonging to the college. Also included is the construction in progress of any building projects.

The Retirement of Indebtedness Plant Funds at year end recorded receipts of \$579,819 in fees and other revenue and \$160,437 in interest income for a total receipt of \$740,256. The expenses recorded for bond retirement including interest, transfers and service charges totaled \$1,607,304 for a net decrease in fund balance of \$867,048. The fund balance at year end is \$941,987. The current bonded indebtedness of the college including plant improvement is displayed in the appropriate schedule.

Investment in plant fund represents the aggregate total of buildings, land and moveable and fixed equipment owned by the college. These assets are carried at original cost plus subsequent additions, or at fair market value at date of gift, if donated. In accordance with practices followed by educational institutions, no provision is made for appreciation or depreciation of physical plant assets. Major additions to plant assets, including purchases of moveable and fixed equipment with a unit value in excess of \$50 and having an expected life in excess of one year, are capitalized. Expenditures from current funds for acquisition of moveable and fixed equipment are recorded in both the current funds expenditure accounts of the various operating departments and in the appropriate plant investment account. The assessed value at 30 June 1984 is \$6,360,434.



## C. Financial Statements

THE CITADEL  
Balance Sheet  
30 June 1984

<u>Assets</u>		<u>Liabilities and Fund Balances</u>	
Current Funds:		Current Funds:	
Unrestricted:		Unrestricted:	
Cash	\$ 711,168	Due to Current Restricted	\$ 50,000
Deposit with State Treasurer	3,154,322	Accounts Payable	1,038,325
Investments	29,424	Employee Withholding	110,417
Accounts Receivable	254,434	Employer Contributions	208,821
Inventories	877,138	Accrued Leave	606,440
Prepaid Expenses	65,474	Special Deposits	922,349
		Equipment Reserve	203,292
		Fund Balances	1,952,316
		Total Unrestricted	<u>5,091,960</u>
Total Unrestricted	<u>5,091,960</u>		
Restricted:		Restricted:	
Cash	(128,683)	Accounts Payable	22,182
Deposits with State Treasurer	20,937	Employer Contributions	6,957
Accounts Receivable	270,331	Special Deposits	33,959
Due from Current Unrestricted	50,000	Accrued Leave	6,289
Investments	72,141	Fund Balances	229,000
Inventories	10,625		
Prepaid Expenses	3,036		
Total Restricted	298,387	Total Restricted	<u>298,387</u>
Total Current Funds	<u>\$ 5,390,347</u>	Total Current Funds	<u>\$ 5,390,347</u>
Loan Funds:		Loan Funds:	
Cash	\$ 150,869	Fund Balance	<u>\$ 835,397</u>
Investments	32,005		
Loans to Students	652,523		
Total Loan Funds	<u>\$ 835,397</u>	Total Loan Funds	<u>\$ 835,397</u>
Endowment and Similar Funds:		Endowment and Similar Funds:	
Deposit with State Treasurer	\$ 138	Fund Balance	<u>\$ 6,711,964</u>
Prepaid Expenses	75		
Investments	6,711,751		
Total Endowment and Similar Funds	<u>\$ 6,711,964</u>	Total Endowment and Similar Funds	<u>\$ 6,711,964</u>



Plant Funds:

Unexpended:

Cash	\$ 118,715
Deposits with State Treasurer	<u>5,429,749</u>

Total Unexpended 5,548,464

Retirement of Indebtedness:

Deposits with State Treasurer	941,987
Total Retirement of Indebtedness	<u>941,987</u>

Investment in Plant:

Land	352,448
Building and Improvements	31,739,476
Construction in Progress	2,083,553
Equipment	6,360,434
Library Books	5,384,658
Total Investment in Plant	<u>45,920,569</u>
Total Plant Funds	<u>\$ 52,411,020</u>

Agency Funds:

Cash	\$ (157,463)
Accounts Receivable	227,232
Investment	20,941
Prepaid Insurance	135
Total Agency Funds	<u>\$ 90,845</u>

Plant Funds:

Unexpended:

Accounts Payable	\$ 183,820
Employer Contributions	436
Equipment Reserve	49,000
Fund Balance	<u>5,315,208</u>
Total Unexpended	<u>5,548,464</u>

Retirement of Indebtedness:

Fund Balance	941,987
Total Retirement of Indebtedness	<u>941,987</u>

Investment in Plant:

Capitalized Leases	67,401
Institution Bonds Outstanding	2,525,000
Fund Balance	<u>43,328,168</u>

Total Investment in Plant 45,920,569

Total Plant Funds \$ 52,411,020

Agency Funds:

Special Deposits	\$ 41,058
Accounts Payable	33,824
Accrued Leave	15,037
Employer Contributions	926
Total Agency Funds	<u>\$ 90,845</u>



THE CITADEL  
Statement of Changes in Fund Balances  
Year Ended 30 June 1984

	Current Funds				Plant Funds		
	Unrestricted	Restricted	Loan Funds	Endowment and Similar Funds	Unexpended	Retirement of Indebtedness	Investment in Plant
Revenues and Other Additions:							
Educational and General	\$24,106,219	\$ 13,425	\$	\$	\$	\$	\$
Federal Grants and Contracts	996	391,235					
State Grants and Contracts	100	73,608					
Private Grants and Contracts		1,478,921	60,000	338,847		579,819	
Retirement of Indebtedness							
Contributions, Scholarships, Gifts and Other Receipts							
Investment Income			11,047	815,830		160,437	94,698
Expended for Library Books							749,744
Expended for Plant Facilities from Current Funds							1,589,423
Expended for Plant Facilities from Unexpended Plant Funds							
Other				6,643	457		
Total Revenues and Other Additions	<u>24,107,315</u>	<u>1,957,189</u>	<u>71,047</u>	<u>1,161,320</u>	<u>457</u>	<u>740,256</u>	<u>2,433,865</u>
Expenditures and Other Deductions:							
Education and General	14,451,409	1,911,261		327,273			
Auxiliary Enterprises	8,204,777						
Retirement of Indebtedness						315,000	
Interest on Indebtedness						125,064	
Expended for Plant Facilities					1,589,880		
Administrative and Collection Costs			7,716				
Other			(401)	262,230			
Total Expenditures and Other Deduction	<u>22,656,186</u>	<u>1,911,261</u>	<u>7,315</u>	<u>589,503</u>	<u>1,589,880</u>	<u>440,064</u>	
Transfers Among Funds:							
S.C. Association Schools & Colleges	215	(215)					
Seat Tax Transfer	(4,154)					4,154	
Special Trust to Family Life Program		(300)					
Dredging Account		61					
From Athletics for Capital Projects	(49,000)				49,000		
From Athletics for Athletic Trust	(16,391)	16,391					
Consolidation of Endowment Funds for Capital Projects		(4,633)		4,633			
Mariah Support	(35,000)				1,171,394	(1,171,394)	
Canteen Support of Grants-In-Aid	(35,000)						
Total Transfer Among Funds	<u>(139,330)</u>	<u>11,304</u>		<u>4,633</u>	<u>1,220,394</u>	<u>(1,167,240)</u>	
Net Increase (Decrease) Current Year	<u>1,311,799</u>	<u>57,232</u>	<u>63,732</u>	<u>576,448</u>	<u>(369,029)</u>	<u>(867,048)</u>	<u>2,436,524</u>
Fund Balance, 30 June 1983	640,517	171,768	771,665	6,135,516	5,684,237	1,809,035	40,891,644
Fund Balance, 30 June 1984	<u>\$ 1,952,316</u>	<u>\$ 229,000</u>	<u>\$ 835,397</u>	<u>\$ 6,711,964</u>	<u>\$5,315,208</u>	<u>\$ 941,987</u>	<u>\$ 43,328,168</u>



THE CITADEL  
Statement of Current Funds, Revenues, Expenditures, and Other Changes  
Year Ended 30 June 1984

	<u>Unrestricted</u>	<u>Restricted</u>	<u>Total</u>
<b>Revenues:</b>			
Registration Fees	\$ 30,602	\$	\$ 30,602
Tuition Fees	1,113,670		1,113,670
College Fees	4,403,922	2,845	4,406,767
State Appropriations	9,839,406		9,839,406
Federal Grants & Contracts	996	391,235	392,231
State Grants & Contracts	100	73,608	73,708
Private Gifts, Grants & Contracts		1,478,921	1,478,921
Sales & Services Educational	190,420	755	191,175
Sales & Services Student Activities	349,478		349,478
Auxiliary Activity Fees	3,852,912		3,852,912
Sales & Services Auxiliary Activities	4,325,809	9,825	4,335,634
<b>Total Revenues</b>	<u>24,107,315</u>	<u>1,957,189</u>	<u>26,064,504</u>
<b>Expenditures:</b>			
Educational and General			
Instruction	6,535,322	236,292	6,771,614
Research	1,128	179,169	180,297
Public Service	7,320	45,978	53,298
Academic Support	1,144,534	710,277	1,854,811
Student Services	1,525,149	385,152	1,910,301
Institutional Support	2,145,744	354,393	2,500,137
Operation & Maintenance of Plant	3,092,212		3,092,212
<b>Total Educational and General</b>	<u>14,451,409</u>	<u>1,911,261</u>	<u>16,362,670</u>
<b>Auxiliary Enterprises</b>			
Dining Hall	2,166,909		2,166,909
Infirmary	274,556		274,556
Laundry	457,138		457,138
Dry Cleaning	63,215		63,215
Tailor Shop	531,558		531,558
Cadet Store	1,302,150		1,302,150
Print Shop	327,843		327,843
Barracks	699,813		699,813
Faculty Quarters	233,800		233,800
Canteen	802,187		802,187
Athletics	1,345,608		1,345,608
<b>Total Auxiliary Enterprises</b>	<u>8,204,777</u>		<u>8,204,777</u>
<b>Total Expenditures</b>	<u>22,656,186</u>	<u>1,911,261</u>	<u>24,567,477</u>
<b>Other Transfers and Additions (Deductions):</b>			
S.C. Association Schools & Colleges	215	(215)	
Seat Tax Transfer	(4,154)		(4,154)
Family Life Program		(300)	(300)
Dredging Account		61	61
Athletics to Capital Projects	(49,000)		(49,000)
Athletics to Athletic Trust	(16,391)	16,391	
Endowment Funds		(4,633)	(4,633)
Marish Support	(35,000)		(35,000)
Canteen Support of Grants-In-Aid	(35,000)		(35,000)
<b>Total Other</b>	<u>(139,330)</u>	<u>11,304</u>	<u>(128,026)</u>
<b>Net Increase in Fund Balances</b>	<u>\$ 1,311,799</u>	<u>\$ 57,232</u>	<u>\$ 1,369,031</u>



**STATISTICAL HIGHLIGHTS**  
**Analysis of Educational & General Revenues and Expenditures**

**Three Year Trend**

	1981-82	1982-83	1983-84
<b>Revenue Sources:</b>			
Student Fees	26%	27%	32%
State Appropriations	62%	60%	56%
Governmental Grants & Contracts	3%	3%	3%
Private Gifts, Grants & Contracts	8%	7%	8%
Other Sources	<u>1%</u>	<u>3%</u>	<u>1%</u>
<b>Total Educational &amp; General Revenue</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>Expenditure Functions:</b>			
Instruction	43%	42%	42%
Research	1%	1%	1%
Public Service	1%	1%	-
Academic Support	8%	10%	11%
Student Services	12%	12%	12%
Institutional Support	16%	15%	15%
Operation & Maintenance	<u>19%</u>	<u>19%</u>	<u>19%</u>
<b>Total Educational &amp; General Expenditures</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



SCHEDULE OF OUTSTANDING BONDS  
AS OF 30 JUNE 1984

Type Bond	Principal Outstanding	Interest Outstanding	Total
<b>Institution Bonds:</b>			
Capers Hall Tuition	\$ 1,600,000	\$ 279,350	\$ 1,879,350
Institution Bonds	<u>795,000</u>	<u>267,765</u>	<u>1,062,765</u>
Total Tuition Bonds Outstanding	2,395,000	547,115	2,942,115
<b>Plant Improvement Bonds:</b>			
Barracks Plant Imp.	<u>130,000</u>	<u>9,360</u>	<u>139,360</u>
Total Bonds Outstanding	<u>\$ 2,525,000</u>	<u>\$ 556,475</u>	<u>\$ 3,081,475</u>



#### IV. MILITARY AFFAIRS

##### A. General

Colonel James W. Bradin, U.S. Army, The Citadel Class of 1958, continued the duties of Commandant of Cadets. Colonel Bradin also continued as the Professor of Military Science.

Colonel Gerald E. Bozeman, U.S. Air Force, The Citadel Class of 1957, continued the duties of Professor of Aerospace Studies, and Deputy Commandant.

Colonel William M. Pettigrew, U.S. Marine Corps, continued his position as Professor of Naval Science, and Deputy Commandant.

Lieutenant Colonel Harvey M. Dick, U.S. Army, Retired, The Citadel Class of 1953, continued his position as Assistant Commandant of Cadets.

##### B. State of Training and Discipline of the Corps of Cadets

Cadet Regulations, i.e., The Blue Book. No major changes were undertaken during this school year to modify The Blue Book. Change No. 2, dated 1 August 1983, fine-tuned The Blue Book, and collected minor changes that had been implemented during School Year 1982-1983. The Blue Book is presently being written to eliminate redundancy and to reduce the overall size of The Blue Book to that of the 1978 Blue Book.

Cadre Training. Continued emphasis was placed on Cadre Training in School Year 1983-84 to "train the trainer". Overall, the Cadet Cadre in School Year 1983-84 had more confidence, was more professional, and the Fourth Classmen were able to grasp the material faster. Continued efforts will be made to "train the trainer" in School Year 1984-85.

Drill and Ceremony. The Professor of Naval Science assumed the responsibility for all cadet instruction in drill and ceremony in School Year 1983-84. The goal was to have overall improvement at drill and ceremonies and to minimize wasting cadet time. Continued effort will be made for improvement in this area.

Disciplinary Matters. The following is a summary of cadet disciplinary problems for School Year 1983-84 as compared to School Year 1982-83.

	1983-84	1982-83
1. Number of Suitability Boards	4	10
a. Number Suspended	3	2
b. Number Dismissed	1	1
c. Number put on Conduct		
Deficient/Probation status	*2	7
*Both later suspended		

	<u>1983-84</u>	<u>1982-83</u>
2. Number of Commandant's Boards	10	9
a. Number expelled/dismissed	1	0
3. Withdrawals (charged with drug use)	2	3

4. Alcohol. The program requiring all cadets involved in disciplinary matters that were alcohol related, to report to Colonel Bowman, Chairman of the Department of Psychology, for screening/counseling, was continued. A total of 43 cadets were referred in School Year 1983-84, as compared to 36 in School Year 1982-83.

Fourth Class Attrition. School Year 1983-84 saw 84 Fourth Classmen withdraw (15.9% of 629) as opposed to 49 (7.6% of 641) for School Year 1982-83.

### C. Special Activities

Approximately 500 Citadel Cadets attended The Citadel vs VMI Football game in Lexington, Virginia on 6 October 1983. Cadets that were not granted special leaves after the game, were billeted and fed at VMI facilities. The game was on national TV and shown live.

Some 80 cadets from the Band, Color Guard, Touch Down Cannon Crew, and cadet ushers were selected to participate in the "Save The Flag" ceremony conducted at Ft. Sumter on 17 August 1983.

The Citadel Pipe Band and Summerall Guards participated in the Veterans Day Parade in Greenville, SC on 12 November 1983.

Approximately 105 cadets from the Band, volunteer drivers and ushers, participated in Dr. Edwards' Installation Ceremony at the Medical University on 15 October 1983. Vice President Bush was the guest speaker at this event.

The Brass Quintet performed at Grace Episcopal Church on 9 October 1983. The performance was in conjunction with Higher Education Sunday. Also, the Brass Ensemble performed at the Christmas Candlelight Services in Summerall Chapel on 4 and 5 December 1983.

Thirty-nine volunteer cadets participated as escorts in the Miss South Carolina USA Pageant held at Coastal Carolina University, between Conway and Myrtle Beach, SC on 4 February 1984.

The Marion Square Review was conducted at the site of the Old Citadel on 15 March 1984. Cadet participation consisted of: The Regimental Staff, Regimental Band, Regimental Color Guard, four 100-man companies (one from each battalion); the Salute Gun Battery; and The Citadel Cannon Crew.



The annual Washington Light Infantry Memorial Service was conducted on 19 February 1984. Cadet participation included a firing squad, color guard, and band members (buglers/drummers).

The Cadet Annual Awards Banquet was held on 24 April 1984 in Coward Hall. During this banquet numerous awards were presented.

On 24 March 1984, the Band performed at the Myrtle Beach Convention Center, and on 26 March 1984, they performed at Sumter High School.

On 6 April 1984, the Band, Cadet Chorale, and Pipe Band presented the Annual Spring Music Festival on campus. Again, this even was a tremendous success.

The Pipe Band participated in numerous ceremonies. Some of the more prestigious being the Hilton Head Gold Classic, Hilton Head, SC, the St. Andrews Society in Columbia and Charleston, five highland Games (all at which they earned either first or second place honors), Middleton Place Gardens, and at the University of South Carolina Coliseum. The Pipe Band had a very successful year.

Again, the Cadet Color Guard performed at numerous ceremonies for various local organizations and conventions being held in the Charleston area.

Revised, updated and executed the plan for the burial of General Mark Wayne Clark. General Clark died on 17 April 1984 and was buried on 19 April 1984. During the period between the time of death and burial, the JOC operated as a 24-hour continuous operation center, providing support for support personnel from the 82d Airborne Division, the Military District of Washington and Fort Jackson. They planned and coordinated the itineraries for visiting dignitaries, including the Secretary of the Army, Vice Chief of Staff, CINC SHAPE, US Senators, Governor of South Carolina, and congressmen, and more than thirty Flag and General Officers, including military attaches from four foreign governments. Support provided included briefing, escorting, housing and transportation. They were also responsible for rehearsal and selection of more than 700 cadets participating in the funeral and ceremony.

#### D. Department of Military Science

##### 1. Enrollment and Commissioning:

a. School Year 1983-84 started with 59 contracted cadets enrolled in MS III and ended with a total of 86 contract cadets.

b. School Year 1982-83 started with 82 contract cadets enrolled in MS IV and ended with a total of 100 contract cadets.

c. On 12 May 1984, 43 graduates received commissions in the U.S. Army Reserve and 25 graduates received commissions in the Regular Army. An additional 30 graduates are expected to be commissioned at the end of ROTC Advanced Camp (July 1984), 2 Lieutenants are scheduled for appointment at the end of Summer School Sessions.

d. Total commission data for School Year 1983-84 is expected to be 100 Lieutenants.

## 2. Simultaneous Membership Program (SMP).

a. 12 MS IV cadets participated in SMP with the SCARNG. 2 MS IV cadets participated with the U.S. Army Reserve.

b. 3 cadets enrolled in MS III are participants in SMP with the SCARNG. 2 MS III cadets participated with the U.S. Army Reserve.

c. 12 Basic Course cadets are members of SCARNG/USAR Units and are expected to enroll in SMP upon their entrance into MS III.

## 3. Scholarships.

	<u>MS I</u>	<u>MS II</u>	<u>MS III</u>	<u>MS IV</u>
1 September 1983	16	18	27	20
12 May 1984	24	23	27	20

## 4. Significant Events of School Year 1983-84.

21 July 1983	Conclusion of ROTC Advanced Camp 1984 at Fort Bragg, NC.
15 August 1983	Training Cadre Reported.
18-19 August 1983	ROTC New Instructor Training Seminar conducted at Fort Bragg, NC. (CPT Watson, MSG Swiney)
7-8 September 1983	Army Equipment Display (M60 Tank, M113 APC, M109 HOW SP).
24 September 1983	Gold Bar Run hosted by The Citadel Chapter of the AUSA.
30 September - 2 October 1983	Cordell Airborne Ranger Company FTX to Mt. Yonah, GA.
4 October 1983	Aviation Display (UH 60 Blackhawk).
12 October 1983	Conducted initial Pre-Advanced Camp organizational meeting.
17-19 October 1983	The Citadel Chapter of the AUSA participated in the AUSA National Convention in Washington, DC.
27 October 1983	BG Dozier visited The Citadel and presented a talk on Terrorism and his ordeal as a captive of the Red Brigade.



29 October 1983	Cordell Airborne Ranger Company conducted Rubber Boat training.
4 November 1983	Mr. Borrows from Hughes Aircraft gave a presentation on the APACHE helicopter.
14-18 November 1983	COL Bradin and LTC Butzer attended a PMS Conference in Atlanta, GA.
8 December 1983	LTC Butzer attended the first Pre-Camp 1984 Conference at Fort Bragg, NC.
13-14 January 1984	1st Pre-Camp Conference held at Fort Bragg, NC.
13 January 1984	Military Science Department started morning PT for all Army contract and scholarship cadets MS II - MS IV.
21 January 1984	Airborne Cadets conducted Airborne Operations at Fort Bragg, NC.
6-10 February 1984	2d Pre-Camp Conference at Fort Bragg, NC.
16-18 February 1984	AAAA Citadel Chapter visited Hunter Army Airfield for Army Aviation Orientation.
18 February 1984	Cordell Airborne Ranger Company conducted Air-mobile Training Exercise at Fort Stewart, GA.
15-17 March 1984	COL Richards, new PMS, visited The Citadel.
29 March-1 April 1984	AAAA Citadel Chapter attended National Convention in Washington, DC.
31 March 1984	Cordell Airborne Ranger Company conducted Land Navigation, Victory Tower, Survival and Fit to Win Obstacle Course training at Fort Jackson, SC.
6 April 1984	1ROTCR conducted Annual Formal Inspection of the USAIG, The Citadel.
10 April 1984	LTC Butzer headed inspection team from the USAIG, The Citadel of Mayo and St. Johns High School JROTC Detachments.
12 April 1984	COL Bradin headed inspection team for the USAIG, The Citadel of Camden Military Institute.
16-20 April 1984	3d Pre-Camp Conference held at Fort Bragg, NC.
26 April 1984	LTC Butzer headed inspection team from the USAIG, The Citadel of Lower Richland JROTC Detachment in Columbia, SC.

27 April 1984	The Citadel Chapter of the AUSA sponsored the Army Dining-In at the CAFB Officers' Club. LTG Rosenblum, CG 1st Army, was the guest speaker.
12 May 1984	Army Commissioning Ceremonies conducted.
13-18 May 1984	A Pre-Camp "Mini-Camp" conducted for cadets at Fort Jackson, SC.
2 June 1984	Army ROTC Detachment Personnel reported to Fort Bragg, NC for Advanced Camp.

#### 5. Cordell Airborne Ranger Company

a. The overall enthusiasm, organization and military bearing of the organization increased greatly during School Year 1983-84. Attendance at the regular Monday night meetings was up 30%. Last year's problem with the lack of internal communications was almost eliminated. Issue and control of equipment was accomplished very easily and with the loss of almost no equipment.

b. The training this year was demanding and oriented towards skills that will be used by the cadets once they are commissioned. The Company participated in the Gold Bar Run as a unit; conducted mountaineering operations at Mt. Yonah, Dahlonega, GA, which included all the tasks accomplished by the advanced mountaineering Ranger committee, conducted a water-borne operation in RB-15 rubber boats; conducted a military skills/iron mike squad competition in which squads must work together through 15 stations while carrying weapons and 40 pound rucks; sponsored an Airborne operation to Fort Bragg which was cancelled due to high winds; conducted and Airmobile Assault Exercise at Fort Stewart in which ambush, recon and link-up operations were conducted; the annual Fort Jackson exercise involved Land Navigation, Survival, Rappelling and the Fit to Win Confidence Course.

c. The Company has continued to administer the comprehensive Military Skills Test developed by Fort Benning in order to qualify for the Cordell Airborne Ranger Scroll, this year 12 cadets won the scroll (three times as many as in any previous year). Three members completed Ranger School, two were honor graduates from Air Assault School and 29 completed Airborne School during the summer of 1983.

d. The Company prepared five (5) Army cadets to attend Ranger School, conducting daily PT and special classes in the following areas:

- (1) Land Navigation
- (2) Patrolling
- (3) Patrol Planning Steps
- (4) Patrol Base Planning
- (5) Coordination Checklists
- (6) Departure and Re-entry of Forward Units
- (7) Actions at the Objective
- (8) Field Planning



- (9) Terrain Tables
- (10) Call for Fire Procedures
- (11) Immediate Action Drills
- (12) Danger Areas
- (13) Actions at the ORP
- (14) Stream Crossing Techniques
- (15) Mountaineering
- (16) Survival
- (17) First Aid
- (18) Road Marching
- (19) Taking Charge

e. The Company physically prepared thirty-nine (39) Army cadets and three (3) Air Force cadets for Airborne School and three (3) cadets for Air Assault School.

#### 6. The Citadel Company, A.U.S.A.

a. The Citadel Company, A.U.S.A. is an integral part of the total educational experience offered by The Citadel Army ROTC Detachment. The Company has been continually recognized by the National Association of the U.S. Army for its large membership and diversified program of guest speakers, military films and special educational presentations.

b. During the 1983-1984 school year the Company reached its goals. Its activities achieved higher quality and increased in number over the previous year. A delegation of 5 cadets attended the annual meeting of the A.U.S.A. which was held in Washington, DC. The Company sponsored the third annual Gold Bar Run and contributed the proceeds to the American Cancer Society of Charleston. During the three years of the Gold Bar Run total donations to the Cancer Society have been more than \$1700.00. The sixteenth annual Dining-In was a great success with 267 guests and cadets in attendance. This year's guest of honor was LTG Donald E. Rosenblum, Commanding General of the First United States Army.

c. The Citadel Company expects to continue to grow in membership with the objective of 150 cadet members for the 1984-85 school year. The Company will sponsor a service project and send a delegation to the annual meeting. The company will continue to develop sound leaders through a leadership oriented program of events.

#### 7. Army Aviation

a. The Citadel Chapter of the Army Aviation Association of America (AAAA) grew from 50 members to 86 members and won second place in the Army-wide competition among chapters for largest percentage gain of members.

b. It was an active year with several guest speakers including Mr. Gregory Burrows, International Marketing Director, Advanced Attack Helicopter for Hughes Helicopters, Major Randall Robinson, an air cavalry troop commander for the SCNG as well as Major Leggio, the Chapter Advisor.

c. A UH-60 Blackhawk spent a day on The Citadel campus providing the opportunity for cadets to view it and talk to the crew about aircraft



capabilities. Approximately 60 Citadel AAAA Chapter members were given orientation rides by the crew.

d. The AAAA Citadel Chapter continued to serve as an extension of the classroom and an umbrella organization for processing flight school applicants. Classes on Army Aviation and helicopter knowledge were routinely presented to small groups of cadets. The film library was expanded to include two new 60-minute aviation video tapes and a slide presentation. Approximately 80 cadets took the Flight Aptitude Test and were interviewed and counseled relative to flight school.

e. A grant was obtained from The Citadel Development Foundation for \$2,000.00 to be utilized by Major Leggio and seven cadet members to travel to Washington, DC to attend the International AAAA Convention. The cadets had an enriching and interesting trip. They were exposed to the senior leadership of the Army, the aviation industry as well as the newest aviation technology. A highlight was the opportunity to meet and talk to first Army Astronaut, Colonel Robert Stewart.

f. Small groups of cadets were taken on orientation tours to Charleston Airport to observe and visit the Charleston Control Tower, approach control facility, Flight Service Station and National Weather Service facilities.

g. Eight cadets were taken on an orientation visit to Hunter Army Airfield in Savannah, Georgia. They visited the 24th Combat Aviation Battalions and other units on the airfield. They were given an extensive UH-60 Blackhawk orientation ride and flew the SFTS UH-1 Simulator. This was a most beneficial and educational two-day trip.

h. Cadet Donald Bridenbaugh successfully completed the cadet Flight Orientation Program at Fort Rucker, Alabama. He soloed the TH-55 Helicopter as part of a 4-week 15-hour flight program. He was guaranteed Aviation branch.

i. A total of 11 graduating cadets received Aviation as their branch.

#### 8. Review of the Year

a. 96 Cadets completed ROTC Advanced Camp at Fort Bragg, North Carolina on 17 July 1983. 30 seniors were commissioned at the end of Camp.

b. Detachment personnel losses this year include the following reassignments:

- (1) COL James W. Bradin - Germany
- (2) COL Charles B. Butzer - Air War College
- (3) MAJ John Powell - Fort Leavenworth, Kansas
- (4) MAJ Victor Looney - Fort Benning, Georgia
- (5) MAJ Dan Dukes - Germany
- (6) MAJ Hugh Tant - Fort Bragg, North Carolina
- (7) CPT(P) Daniel C. Williamson - Fort Knox, Kentucky
- (8) CPT Michael McCaskill - Germany



- (9) SFC Mary Talarczyk - Resignation
- (10) SFC(P) Elbert Gonzalez - Fort Polk, Louisiana
- (11) SSG Randall Marshall - Germany

c. New Arrivals:

- (1) COL Arthur Richards
- (2) CPT John Falkenbury
- (3) CPT Joseph L. Schroeder
- (4) CPT Frederick S. Haltiwanger
- (5) SSG Corlandius Franklin
- (6) SSG John W. Jones

d. During the summer of 1983, 29 cadets completed Airborne School, 2 completed Air Assault School and 3 graduated from Ranger School. Slots for summer of 1984 include 37 Airborne, 3 Air Assault and 5 Rangers.

e. A Pre-Advanced Camp FTX (Mini-Camp) was conducted at Fort Jackson, South Carolina, from 13-18 May 1984 for all cadets scheduled to attend Advanced Camp.

9. Plans for School Year 1984-85

a. Our mission for First ROTC Region Headquarters is 101 lieutenants commissioned in 1985.

b. Available additional training opportunities for the summer of 1984 included 37 Airborne, 3 Air Assault, 5 Ranger, 1 Flight Orientation Training, and 12 for Cadet Troop Leadership Training.

10. Summary

School Year 1983-84 was the second year for most detachment members and a lot of good training was accomplished. School Year 1984-85 will initially have many cadre turnovers but no degradation of training is expected.

E. Department of Aerospace Studies

The Department of Aerospace Studies has continued to provide instructions, motivation, and experience necessary to develop Air Force ROTC cadets with the knowledge, character, and leadership qualities essential to their progressive development as officers in the United Air Force. This year, 48 cadets of the Class of 1984 were commissioned in the United States Air Force during formal ceremonies conducted in Summerall Chapel by Colonel Gerald E. Bozeman, Professor of Aerospace Studies, The Citadel. Fourteen additional members of the Class of 1984 are scheduled to be commissioned later this summer after completing Air Force ROTC Field Training.

1. Personnel

Colonel Gerald E. Bozeman continues to serve as both Professor of Aerospace Studies and the Deputy Commandant of Cadets. Unit personnel consisted of eight officers serving as Assistant Professors of Aerospace



Studies, six enlisted members, and one civilian secretary. Air Force officers interfaced with the Corps as company Tactical Officers. Air Force officers also served as faculty representatives to The Citadel's cross country, golf and basketball teams. Five officers served on a total of six faculty/administrative committees.

## 2. Operations

During the 1983-84 School Year, 740 students were enrolled in the AFROTC Program. Of these, 125 were Air Force scholarship/contract students. Estimated officer productions for fiscal year 1984 is 62. Additionally, special students continued to be attracted to the AFROTC curriculum of management, leadership, and foreign affairs.

## 3. Flight Orientation Program

The Flight Orientation Program continued to provide cadets with an indoctrination of Air Force flight operations. This year approximately 100 cadets accompanied flight crews to observe Combat Airlift Missions in C141B aircraft from Charleston Air Force Base, South Carolina. The Flight Instruction Program also continues to provide light plane instruction to qualified pilot category cadets. 37 Air Force cadets completed ground school requirements this school year and 11 completed flying requirements.

## 4. Extracurricular Activities

The Air Force ROTC Program was greatly enhanced by several additional activities. Brigadier General William J. Grove, Jr., Commandant of Air Force Reserve Officer Training Corps, Maxwell AFB, AL, addressed Air Force scholarship/contract cadets during his visit to The Citadel. Chaplain (Brigadier General) Stuart E. Barstad, Deputy Chief of Chaplains, Headquarters United States Air Force, Washington, DC, was this year's guest speaker at our Air Force Dining-In. Colonel Ivan G. Mieth, AFROTC Southeast Area Commandant, Maxwell AFB, AL, visited the detachment for a staff assistance visit. Approximately one hundred Air Force cadets visited Shaw and Myrtle Beach Air Force Bases in South Carolina for orientation/facilities tours.

## 5. Future Plans

Next year, the total enrollment in AFROTC classes is expected to be approximately 800. We will continue to provide a stimulative and updated curriculum. In recruiting future Air Force officers, the Air Force will endeavor to focus upon those applicants majoring in technical academic majors as well as those with the aptitude and attitude to enter the career of pilot, navigator, and missile launch officers. Additionally, this detachment will continue to assist molding the Corps into "citizen-soldiers" in its classrooms. Further, we will continue to strongly emphasize quality in recruiting future Air Force officers.

## F. Department of Naval Science

Four hundred and ten cadets were enrolled in NROTC classes at the end of the school year. One hundred and one of those were supported by Naval



scholarships; 40 seniors were commissioned as officers, 24 in the Navy and 16 in the Marine Corps. There were also 5 enlisted Marine MECEP students commissioned during the year, and 5 other MECEP's working toward commissions.

Colonel William M. Pettigrew III, USMC was relieved as Commanding Officer/ Professor of Naval Science by Colonel M. E. Smith, Jr. USMC. Department staffing consisted of three Marine officers, eight Navy officers, three Navy enlisted, one Marine enlisted, two Federal Civil Service employees, and one South Carolina State employed secretary. Personnel turnover was high this academic year with rotation of three Navy officers, one Marine officer, two Navy enlisted, and one Marine enlisted.

The Unit's four Navy enlisted billets were reduced to three during this reporting period as requested by CNET ltr Code N-113 of 26 September 1983 and approved by Chief of Naval Operations Manpower Authorization dated 4 February 1984.

The unit hosted two flag officers during the year. BGEN Sheridan was guest of honor for the Marine Mess Night, Vice Admiral Plate was guests of honor for the Navy Mess Night. BGEN Mundy was the guest speaker at The Citadel's Commissioning Ceremony.

Extracurricular training programs continued from previous years included: early morning physical training for Marine "Bulldog" aspirants; shiphandling for Navy juniors; a one week SWOS "prep" course for Navy surface ensigns; a field training exercise at Parris Island; a voluntary noon physical conditioning program; the Navy Sailing Association (NSA) conducted several basic sailing courses, resulting in 56 midshipmen qualifying for The Citadel's Yacht Club Card. Six third class midshipmen participated in the three week sail cruises to the southern Florida area during the summer training period. The NROTC unit acquired a forty-one foot Morgan Sloop christened Rebellion Reach (NSY-17) that the NROTC instructors use to conduct summer cruise sail training.

Continued emphasis was placed on increasing the number of enlisted Marine MECEP students on campus with an additional five students projected for the fall semester. The caliber of cadets enrolled in the NROTC program continues to be high. Top NROTC graduates of the Class of 1984 were: 2nd LT Thomas C. Goolsby, Jr., USMC, who received the Navy League's Marine Sword; and Ensign Steven R. LeBlanc, USN, who received the Navy sword.



## V. DEVELOPMENT MATTERS

### A. General

The six development functions--fund raising, student recruiting, alumni affairs, placement, public relations, and publications--achieved higher levels of measurable performance than in any earlier year.

The most dramatic improvement over last year was in the area of placement.

### B. Fund Raising

#### 1. Capital Campaign

A multi-million-dollar capital campaign will be publicly announced in 1985. A distinguished group of individuals, principally alumni, are providing senior leadership for the campaign. Earlier every element of the college was involved in identifying essential needs and in developing meaningful proposals related to those needs. Planning and preparations have been closely coordinated with The Citadel Development Foundation.

#### 2. The Citadel Development Foundation

CDF received \$842,341 in gifts. Alumni donated \$725,561, and friends, corporations, and foundations, \$116,780.

#### 3. The Brigadier Club, Inc.

The Club has received \$443,752 in pledges (through 30 June 1984) toward a goal of \$550,000 for 1984. A memorial fund within the Club, income from which provides grants-in-aid for non-income producing sports, has \$1,400,000 in insurance policies.

### C. Student Recruiting

Larger numbers of young men with better credentials than the previous year were influenced by the recruiting operation to apply to The Citadel, a trend for the past four years.

Lieutenant Thomas DuVal Guest, Citadel 1982, formerly a temporary recruiter, was hired as recruiting supervisor effective, 1 July 1983.

Four temporary recruiters from the Class of 1983 were retained for the fall recruiting period. They traveled 50,000 miles in four vehicles leased from the state after careful calculations established that to be the most economical alternative.

The annual Citadel Scholars Day was held 24 September 1983 with 93 scholars and parents attending. The program employed a format with two one-hour academic briefings and a luncheon with 40 faculty members dining with prospects and families.



This was the first year Citadel Scholar offers were made to out-of-state students. As with in-state selectees, the president's letter offering the all-expense scholarship was delivered to the prospective Scholar by an alumnus. Alumni readily participated and assisted the recipients in their arrangements to matriculate.

Significant problems arose with the continuation of the mass mailing of a personalized letter from the president to large numbers of high-quality prospects. The prescribed bid process resulted in a change of companies and numerous problems were encountered because of the ineptness of the company that was awarded the contract. The result was a month's delay and a 23 percent reduction in returns as compared to the previous year. The college responds to return cards within 48 hours, utilizing hand-addressed information packages mailed first class.

An additional mailing went to 2,739 black students from Dr. Larry J. Ferguson, DDS, '73, the black graduate who volunteers to travel to schools in South Carolina delivering an inspirational message to challenge and motivate minority students. His message has been very well received, and several schools have asked him to return. He has volunteered to continue working with our recruiting program next year.

Lynnwood Watts, '81, black graduate, has proved to be a valuable asset to recruiting. As a recruiter in the fall, he traveled throughout the southeast putting special emphasis on minority prospects.

The viewbooks and mass mailers, principal items of recruiting literature, were updated and reprinted by a private company. The ROTC brochure was also revised and reprinted by The Citadel Print Shop.

Ongoing projects include We Tip Our CAPP credits for Alumni News; conducting the annual freshman survey, campus interviews, and tours; and sending letters to prospects who have their SAT/ACT scores sent to The Citadel.

Four 1984 graduates have been hired as temporary recruiters, Mark C. Armstrong, Ronald M. Dubiel, Boykin B. Jordan, and Joseph M. Marks. Jordan is black.

#### D. Public Relations

The public relations program for the year 1983-84 continued to emphasize positive accomplishments by Citadel cadets, faculty and staff. There were no newspaper, radio or television stories published that impacted on the college in a negative vein.

In August of 1983 United Press International writer John Witt released a story that appeared in several newspapers across the nation that included The Citadel and dealt with the resurgency of military colleges in popularity.

Dan Rather, CBS Evening News Manager, spoke to the Corps of Cadets as a Greater Issues speaker in September 1983. He discussed his visit to Charleston and The Citadel on his national radio broadcast the following day.



An estimated 28 million television sets received the Ted Turner Broadcasting Telecast on 6 October 1983 of The Citadel-Virginia Military Institute football game held in Lexington, VA. The value of this exposure was enhanced by a Citadel victory.

The December 1983 issue of National Geographic Magazine contained a story entitled "Savannah to Charleston--A Good Life in the Low Country" which featured photographs of the Charleston area, to include one taken in Law Barracks of cadets forming for a parade. The article describes the positive impressions made by cadets while on leave in the City of Charleston.

National attention was given Citadel Class of 1942 graduate Senator Fritz Hollings in his bid for the 1984 Democratic presidential nomination. Pictures and stories of Senator Hollings as a cadet were provided news agencies on request and appeared in various newspapers across the nation.

Citadel cadets were used as extras in a Diet Coca-Cola television advertisement filmed in Charleston on 31 March 1984. Graduation week activities prevented the completion of a second commercial.

Significant local, national and worldwide attention focused on The Citadel with the death of President Emeritus, General Mark W. Clark. His burial on 19 April 1984 received extensive media coverage throughout the United States, England and Italy.

The July-August 1984 issue of Legal-Economics, a bimonthly publication of the American Bar Association, featured a photograph of Citadel cadets on the cover as a means of drawing attention to the lead article.

In the aftermath of the January 1982 Air Florida crash in Washington, newspaper coverage in that area has been given to the proposal that the 14th Street Bridge be renamed in honor of Arland D. Williams, Citadel Class of 1957. Williams is recognized as the passenger seen helping others from the Potomac River rather than using life-saving equipment to save himself.

A new motion picture, Discovery, fits this positive mode and has been more widely acclaimed than any earlier movie produced by The Citadel. While the film has general public relations impact, it has proved extremely valuable in student recruiting and job placement. Corporate executives--who were shown the movie to acquaint them with this college--have praised it very highly. This motion picture was funded by The Citadel Development Foundation.

New heights of favorable national publicity accrued to the college when Bob Hope delivered the commencement address 12 May 1984.

#### E. Publications

Alumni News, the major Citadel-published periodical, was well received by its readers. This quarterly covered all major campus events and general campus happenings of interest to alumni. News of the Board of Visitors, activities of alumni, and features on alumni prominent in their fields in this country, Singapore, and Hong Kong were included. Volunteer alumni work



in recruiting highly qualified young men for the Corps was acknowledged and encouraged.

Through the Sally Port, a newsletter for alumni, was instituted in August. Mailed between issues of Alumni News, its brief, concise entries are designed to keep alumni informed about newsworthy campus and alumni happenings. It also carries a special message to alumni from the president.

Publication of The Citadel Calendar Comments, a faculty-oriented publication, was resumed in September and published each month except January (due to the closing of the offices and Print shop in December when the publication would have been assembled and printed). The faculty has welcomed its return and it is valued by retired faculty and staff as a means of keeping abreast of upcoming campus events and faculty activities. It is also used by off-campus recipients in their student recruiting efforts.

The Citadel's extensive and growing color slide collection has been systematized. Slides are now readily available for use in publications and slide presentations.

A colorful, informative walking tour map brochure is in its second printing. Various other brochures and pamphlets were designed for purposes such as the Alumni College. The commencement program continues to be assembled and edited in the publications office.

#### F. Alumni

Alumni activities continued with the intensity of recent years. Involvement by alumni remains at record levels in the Association of Citadel Men, The Citadel Development Foundation, and The Brigadier Club, Inc.

The growth of service-oriented committees within the Association reflects the increasing involvement of alumni in many aspects of the college. Alumni Career Insights and the Governmental Affairs are two of the recently formed committees. The former presents seminars and works with senior cadets in career awareness and placement. The latter alerts alumni throughout the State of legislative matters affecting the college.

Alumni clubs remain an integral part of the Alumni program. Clubs that began or were revitalized during the year include Dallas, Houston, San Antonio, Southern California and Hampton Roads, Va.

Major Association activities included:

1. Publishing Alumni News and Through the Sally Port
2. Homecoming events and associated administration
3. Pre- and Post-game receptions at Alumni House for all home football games
4. Away receptions for selected football and basketball games

5. Servicing Alumni Clubs
6. CAPP Program involvement
7. Alumni Travel (Great Britain Trip)
8. Marketing Programs

The alumni office moved to new offices in Alumni House. The visibility and exposure this affords is a positive move for the Association and the college.

#### G. Placement

Improvement in the economy had dramatic impact for the better on placement services in 1983-84. This was the best year recorded by the placement office since the late 60's.

Improvement resulted from a number of influences. Certainly the improved economy was of major significance. Two other important factors were mandatory attendance at all seminars by seniors who registered with the office and the Alumni Career Insights Committee. Required attendance at all seminars educated seniors about job hunting, resume preparation, and interviewing skills. These seminars were led by alumni with vast experience in the human resource field.

One hundred non-contract cadets registered with the placement office. Forty-six companies visited the campus, generating 435 interviews. One hundred and twenty second interviews occurred generating 85 job offers.

A career fair kicked off the placement year in September. Fourteen companies participated. The fair was held on the patio of Mark Clark Hall and generated considerable interest among the cadets.